

Process Decision Making Officer Structural Determination in Department of Education Makassar City

Syamsul Bahri*, Sangkala **, Muhammad Yunus **, Hamsinah **

* Graduate Student PhD, Study Program : Science Of Public Administration. Hasanuddin University, Makassar, Indonesia

** Faculty Of Social Sciences and Political Sciences. Hasanuddin University, Makassar, Indonesia

Abstract- The general phenomenon that occurs at this time that the appointment of civil servants in a structural position in the controversial various groups of practitioners and theoretically even votes from the public itself. Where is an issue that the behavior of decision makers ignore the standards and as well as the principles of competence, so that the resulting decisions it does not reflect the organization's objectives but emphasizes personal interests. Therefore, the study of the decision-making process in determining the structural officials Makassar City Department of Education conducted to analyze the decision-making process in determining the structural officials Makassar City Department of Education.

Index Terms- decision-making, structural officers

I. INTRODUCTION

The review of studies of decision making is part of a very important aspect and very complex from the social sciences, where almost all parts of the discipline to contribute ideas to the knowledge of how decisions were to be made or thinkers scientists say how should the decision was made or even scientists may say how the decision was implemented, so that all these varied in decision making requires a very deep assessment studies. Along with the development of public administration itself and the demands of public management bam (NPM) and the public service is a new (NPS), then it should have decision-making has a strategic role because decisions are at the entire organization, all of which were in direct contact from administrative activities as the core decision-making, in which one of the characteristics of the most difficult in the decision making process is the uncertainty (uncertainty), it is one of the properties which will not be known with certainty what will happen in a coming. For those reasons, it is essential decision-making model helps decision makers. To support judging by considering support for competence and professionalism strategic and becomes something that is very important to note, as reflected in the dimensions of public administration such as management skills, institutional structuring of public policy, organization structure design, development motivation, ethics and morals, as a form support implementation of their tasks professionally.

Decision-making in public organizations are supposed to put forward the public interest, contrary to build coalitions with other interests such as building a competing interest groups,

political parties, the interests of positions including the seizure of office, which eventually became neglected public services. This is a mirror of that decision-making is not a question about what happened, but the decision gives rise to what should be done, who should do it, where to do and when he does, which is often not in line with the wishes of the people (Keban: 2008).

The phenomenon generally happens at this point is, that the appointment of civil servants in a structural position in the controversial among both from practitioners and theoretically even votes from the public itself, which is an issue that the behavior of decision makers without compromising standards and with the principles of competence, so that the resulting decisions it does not reflect the organization's objectives but emphasizes the personal interests

To avoid this, the rules on staffing by the central government with reference to the regulations of Law (Law No. 43 of 1999) which regulates the main points of personnel policy, which laid the foundation for decentralized staffing, with no lowering of standards of quality and functionality PNS as the glue of national unity and the country. For the implementation of the functions of personnel, which includes admission, appointment, placement, promotion, transfer, payroll, training and education, as well as the dismissal of civil servants in the area will be handed over to the region, but in the execution of the functions of staffing these areas should be subject to the standards, norms and the system according to the procedures that apply nationally. However, some research results also indicate that the recruitment, appointment and removal, and coaching career civil servants are not observing the principles of competence would however be based on political considerations. various phenomena show that the optimal decision-making has not fully follow the guidelines and standards that have been made. Based on the scope of the studies above, the main problem of this study fit the background of the above problems, the problem in this study is formulated as follows : How does the decision making process in determining the structural officials Makassar City Department of Education. This study aims : To analyze the decision-making process in determining the structural officials Makassar City Department of Education.

II. RESEARCH METHOD

Approach and Type Research

This study used a qualitative approach, the research procedures that produce data descriptions in the form of written

or spoken words from and about individuals and individual behaviors that can be observed (Bogdan, 2002). The study is a phenomenological perspective. According Moutakas phenomenology is a research strategy where researchers are trying to identify the nature of human experience of a particular phenomenon. By using the phenomenological perspective, is expected to reveal the human experience as actors involved in the decision-making process in determining the structural officials. Understanding the human experience makes philosophy of phenomenology as a research procedures require researchers to study a number of subjects to be involved directly and relatively long. To develop patterns and relationships of meaning (John Creswell, 2010). This phenomenological research requires a holistic approach, supporting the research object Emitter a double construction, viewed in the context of a natural object, not partial and develop the knowledge that is idiografik (Muhajir, 1995)

This type of research is a case study, which is intended is a thorough and in-depth research on object that is referred to as the "case", using various sources of information in revealing facts that can be used as a data source. This study is an empirical inquiry that investigates a contemporary phenomenon in a real life context, especially when the boundaries between structural appointments made by the Mayor of Makassar start echelon II, III, and IV. The study categorized the phenomenon and the context is not clear (Yin, 2003).

Research sites

Research will be carried out took place in Makassar South Sulawesi Province. Specifically location as an area of research is the Education Office of Makassar.

Data analysis technique

In accordance with the purpose of the study, the data analysis method used is by using descriptive qualitative analysis approach. Through these methods, it can be described the phenomena behind the making of decision making in determining the structural position. according Miles and Huberman (1992), in general, qualitative data analysis consists of three (3) flow of activities occurring simultaneously respectively: Reduction of Data, Data Presentation and Conclusions.

III. RESULTS AND DISCUSSION

Decision Making Process In Determining Structural Makassar City Department of Education

Appointment of Civil Servants (PNS) in the placement of structural positions (sale) is a transfer of civil servants from one position or place to the office or other place that is followed by the duties, responsibilities and authority. Appointment of civil servants of the most interesting in personnel management is promotion. According Siagian (2003), promotion is the transfer of an employee or employees of one position or place to the office or a higher place that is generally followed by an increase in income as well as other amenities. This promotion is an appreciation of the results of performance as well as a career development for civil servants concerned.

The policy of transferring is something very normative in the structuring of the civil servants, and the process is legally

entitled to do within the government bureaucracy. There are few regulations governing employment, among others, Government Regulation No. 41 Year 2007 concerning the regional Organization, which regulates the mechanisms and provisions mutation.

Civil Servant hiring policy in a certain position in the region / city is a builder authority Regional Personnel ie head / mayor (PP No. 43 of 1999). Nonetheless Mayor still have to refer to the regulations governing. The arrangement of personnel in the area is a unity that does not stand alone but is part of the arrangement of employees nationwide. Therefore employment regulation is not autonomous, so no need to make local regulations. Rules are used based on Law No. 43 of 1999 on the main points of personnel and PP 96 of 2000 on the authority of appointment, transfer and dismissal of civil servants, as well as PP 100 of 2000, converted into PP 13 2002 on the appointment of civil servants in a structural position.

Under PP 96 of 2000 on the authority of appointment, transfer and dismissal of Civil Servants, the county / city designated by the Trustees of the Regional Personnel officials after receiving the consideration of the Advisory Board Position and Rank (*Baperjakat*) local agencies. Appointments in question are echelon II, III, and IV.

Policies adopted by the government in managing institutional structure with through policies echelon personnel. Echelon policy is intended to assess the workload or duties, responsibilities, authorities owned and the rights of an office. This policy is based on competencies and standards such as the level / ladder, education and training experience. Thus the civil servants who have structural positions should refer to the coaching personnel policy.

Based BAKN Decree No. 13 of 2002 on the implementation of the provisions of Government Regulation (PP No. 100 of 2000) on the Appointment of Civil Servants in the placement of structural positions as amended into PP 13 of 2002, that the appointment of civil servants in structural positions is done according to the procedure:

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1. Officials in charge of personnel prior to inventory existing structural vacancy is accompanied by terms of office to be filled.
2. Vacancy structural position is informed to all organizational units leadership echelon II, III and IV respectively in the environment
3. Based on these vacancies, officials echelon II, III, and IV hierarchical propose a qualified candidate to fill the

vacancy to the authorities with copies to the Chairman Advisory Board Position and Rank (*Baperjakat*) U.P. Secretary.

4. The Secretary Advisory Board Position and Rank (*Baperjakat*) prepares the data proposed candidates to be submitted at the hearing.
5. If the nominee is only 1 (one), then secretary Advisory Board Position and Rank (*Baperjakat*) prepares the data more qualified candidates so proposed to be discussed in the session Advisory Board Position and Rank (*Baperjakat*) at least three (3) candidates.

In connection with the appointment of civil servants in the city of Makassar, Makassar Mayor has developed a policy of regulation mayor No. 07 of 2010 on the Advisory Board Position and Rank (*Baperjakat*) Makassar City Government is referring to the PP 13 of 2002, which is a change from PP 100 years on the Appointment of Civil Servants In Placement structural positions.

1. Determination Analysis and Delivery Jobs / formation Position

In the process of determination and delivery of job / position formations in Makassar City Government, Mayor of Makassar has developed a policy of regulation mayor No. 07 of 2010 on the Advisory Board Position and Rank (*Baperjakat*) Makassar City Government is referring to the PP 13 of 2002, which is a change from PP 100 2000 About the Appointment of Civil Servants in the structural position. Based on Mayor Regulation, the measures will be carried out in connection with the appointment of officials is by going through the following matters: 1). Regional Personnel Agency (BKD) of Makassar compile dossiers administration which will be called / promoted in structural positions (Skills Inventory) or an inventory of vacancies or the formation of structural positions that exist along with other requirements, then proposing the inclusion in the list Advisory Board Position and Rank (*Baperjakat*) and further discussed by Tim Advisory Board Position and Rank (*Baperjakat*) in the meetings. This method is very closed and is usually done to fill strategic positions especially echelon II positions. 2). The office vacancy formation informed to all organizational units leadership echelon II, III and IV respectively departments, including the Department of Education and Culture in Makassar city administration environment.

Appointment of Civil Servants (PNS) in a structural position is one of management civil servants as a state apparatus which is regulated by Government Regulation No. 100 of 2000 and Government Regulation No. 13 Year 2002 regarding Amendment to Government Regulation Number 100 of 2000 regarding the appointment of Civil Servants in crime Structural. Appointment of civil servants is intended among other things to build a career civil servant in the structural position and rank in accordance with the requirements set forth in applicable legislation.

Appointment of Civil Servants (PNS) in a position implemented based on professional principles in accordance with competence, work performance, and levels of rank specified for the job and other objective requirements regardless of gender, ethnicity, religion, race or class. Structural position can only be occupied by their status as civil servants. Candidates for Civil

Servants can not be raised in a structural position. Members of the Indonesian National Army and members of the State Police can only be raised in a structural position if it has been switched status as civil servants, unless otherwise stipulated in legislation. Under government regulations such that the appointment of civil servants in a structural position as low as occupying the rank of 1 (one) level below the basic level specified rank. Concerning the rank of official correspondence between the demands of office in accordance with echelon based PP.13 2002 based on interviews Advisory Board Position and Rank (*Baperjakat*) team says that: He said: "Rank is very considered in the process of structural appointments, because the rank is essential. I think what there is currently no rank that does not comply with the echelon position. Because of this rank to be noticed. If we raise the rank of officials who have not been in accordance with the standards will protest. (Informant group Advisory Board Position and Rank (*Baperjakat*) team and other staff. 23-1-2015).

According to government regulations, the structural position may be vacant because of the existence of these regulations. Based on the interview that we did with the head of the mutation, in an interview with the head of the mutation says that: "For the removal / placement of structural officials echelon II positions inventoried job / position formations performed by Advisory Board Position and Rank (*Baperjakat*). While the placement of officials to positions of echelon III and IV, carried out by the organizational units / Department respectively (Echelon II and III) based on request or delivery of Baperjakat ". While civil servants who will occupy or placed in echelon II positions are presumed to have the competence and achievement which is confirmed by the mayor appointed to the post of the second echelon. Meanwhile, to occupy the position of echelon III and IV submitted directly to the head of department of organizational unit where they were placed to the office of the top echelon of the request and consideration of Advisory Board Position and Rank (*Baperjakat*) are presumed to have competence achievement and good performance in their duties. Both the PNS inventory activities carried out at any time, if the mayor considers urgent to do. Furthermore he said that "any positions that have been filled either echelon II, III, and IV have gone through the inventory process" (the result of an interview: F dated 24-1- 2015)

Based on the information, that an inventory of vacancies / formation of office was based on the consideration and assessment criteria mayor. While the head of the mutation also said that: "In the bureaucratic Local Government Makassar no policy governing the tenure of each civil servant at certain positions, so that any civil servant who meets the requirements for the post to feel restless and anxious, even when there is the issue of mutation, the PNS and guerrilla officials seeking information anyone who entered the list of officials to be transferred "(the result of an interview: F, date, 22-2-2015). Furthermore, the head of the mutation, suggests that: "the determination of vacancies / formation positions will be filled by new officials, determined by a variety of considerations, among others: officials going into retirement both from the class II, III and IV, as well as from those who are considered good and bad performance , no matter how old they get into office, some even resigned citing personal reasons "

Since the last few years the Mayor of Makassar has mutation positions (appointment of civil servants in the placement of structural officials), due to the number of positions / formations vacant to occupy echelon, including the presence of some civil servants who occupy positions will retire and included some officials who are no longer in line or are no longer loyal of course, the mayor will hold the shift / mutation and is merely a refreshment and nothing to do with the problem governor election or not based on factors like and dislike.

2. Compliance Formal Education Against Occupation

Education is essential and is also essential for the appointment of civil servants considered in determining the structural position. As in the decision BKN No. 13 of 2002, that the qualifications and level of education will basically support the implementation of his duties in a professional manner, especially in the effort to apply the theoretical framework, the analysis and methodology of implementation of tasks in the office. The formal education should be seen in two things, namely, levels and majors. Study in this case can be interpreted as the level of formal education ever completed by each prospective officials who in turn can support the duties of office. Programs defined as a discipline that is owned by every civil servant who is nominated for structural positions.

In a study of Education Department of Makassar, namely the lack of standards made in determining the placement of structural officials desperately need people with the precision educational and scientific disciplines in the field of what they have. With reference to the standard that should certainly be very effective in the ministry, but rather the absence of a standard that is used will impact irregularities in the appointment of civil servants education in certain strategic structural positions, as well as in positions within the Makassar City Department of Education.

2. Movements / Shift Position

Mutation is defined as an employee planning activities related to the transfer of functions, responsibilities, as well as the status of civil servants to the particular situation in order for the civil servants concerned obtain deep job satisfaction and can provide maximum performance. The process of transfer of civil servants from its original status to another status can occur because of the desire of civil servants themselves and for policy management. The type of mutation generally have a definite purpose, namely the mutation generally have a definite purpose, namely to the promotion and development of staff which is the responsibility of management. Policies governing the arrangement of civil servants in Makassar city government is not held specifically, but it refers to the policy of the central government, as a rule, more operational pattern not described in detail, but refer to Mayor Regulation No. 7 Year 20012 on Advisory Board Position and Rank (*Baperjakat*). Therefore, every local government in establishing a pattern structuring Civil Servant leaders are usually based on personal considerations.

The interesting thing in every mutation among the civil servants and officials within the scope of the municipal government of Makassar often cause unrest in the execution of their duties so that the employee who occupy positions in the echelon that numbered 21 people, there are three people who are civil

servants who occupy positions of echelon III and IV are based Data from Makassar City Department of Education that the person occupying the third echelon III and IV Based on the above data it can be seen that there are some civil servants who occupied positions is not clear track record abruptly occupy positions.

Superior evaluation of the performance of subordinates is important in the development and coaching career civil servants (PNS), so that the government may be able to run and perform their roles effectively and efficiently. To carry this out, then one mutation / career development does is through the performance appraisal tops with mutates Mahmud BM and Ismunandar as head of information and communication technologies (Infocom). According to the rules officials were entitled to occupy the post of the Secretary of the Advisory Board Position and Rank (*Baperjakat*) Makassar KW argued that the office is a strategic position in the Education Department of Makassar are very thick with political games for which both of the above are accomplices strength a former mayor and a mayor selected.

At the end of the old mayoralty Makassar outstanding mayor old information that will be circulating at the end of echelon II and III within the scope of municipal government included in the scope of Makassar City Department of Education. Even widely rumored that in time there are some officials who will be entering retirement. Including some scope echelon IV in Makassar City Department of Education is the right of the nomination of the regional work units (SKPD) respectively.

In addition to technological literacy, the variable is a class rank of other criteria, in accordance with the science competence duties and functions empty, and experience in the field of duties / areas. For prospective echelon II officials have at least the rank of Group IV /c, while for the three minimal echelon class III / d, and for minimal echelon IV class III / b. Kasim continue, based on the calculation of his party, vacant positions were previously thought to only 25 positions, is found to exceed that amount. in addition to positions left vacant due to retirement, a number of officials who have retired will also be transferred in accordance with the results of the performance evaluation conducted Advisory Board Position and Rank (*Baperjakat*) team. Not only that, mutations officials to the vacant positions are also consequential vacancy left by the official.

In addition, officials have also is not expected to get any position alias non job. It was also possible there will be a non-job, but not much, roughly only 1-3 people. Because of layoffs officials a lot of things to think about, such as the fate of her family and sanctions their social, Kasim added Advisory Board Position and Rank (*Baperjakat*) team and the Mayor of Makassar, has committed to finalize the proposed names of candidates for official scope of Makassar City Government as soon as possible, in addition to informants caused the presence of several officials who will be transferred due to retire them, as some units of Makassar city administration Muh Shabir L Ondo, Advisor (Assistant I) mayor of Development and Environmental Spatial Apiaty Kamaluddin, Secretary of Makassar city Council Nuraeni Ma'mur, Head Office of Population and Civil Registration Makassar City Maruhum Sinaga, Advisor to the Mayor Sector Decentralization Implementation of Good Government and Non Corruption Mustaring, and Head of Department of Urban Spatial Makassar Andi Oddang Wawo.

"We collated by proposed head SKPD, recommendations and proposals and some senior figures in the City Government for the promotion,"

Information compiled, officials echelon II municipal government that have entered the pension, as Head of Spatial Planning and Building, Andi Oddang Wawo, Head of the Department of Population and Civil Registration, Maruhum Sinaga, head of the Parks Department and Hygiene, Mohammed Kasim, Sekwan Parliament Makassar, Nuraeni. Including Head of the Department of Revenue (Revenue) Sabir L Ondo who retired earlier this year. Including some of the subdistrict and village heads throughout the city of Makassar. Even Secretary of Makassar, order Jaya also will retire the end of the year.

In addition, data from the Department of Education Makassar also says there are 30 heads of schools throughout the city of Makassar retired. "It was Mr. Ilham authority when set time. Clearly these names, all decisions are ultimately there to Mr. Ilham, which can be changed according to his instructions," he concluded.

Although mutations according MS says this time has nothing to do with the succession of South Sulawesi gubernatorial election some time ago. "I went back to reiterate, this has nothing to do with governor election yesterday, it was time to be done a refresher course for the wheels of government better. It also expressed by ("Interview with the Head of Personnel) Department of Makassar say that there are some civil servants who occupy positions of echelon III and IV will retire and some are due to aging or age, so it is necessary to conduct refresher, as well as the presence of some inability PNS in functional positions. But the one hand there are some civil servants who are already eligible and able to occupy positions.

But the description of the information that we obtain from one staff of the Head of the public and the personnel that manage data and information said that the absence of transparency and not done accountable where the appointment of a remuneration because he is a successful team so inevitably is a prerogative of the connector from officials builder "(interview staff X Department of Education, December 23, 2014).

From the information obtained from the Education Office of Makassar there are 25 echelons were distributed in several parts / unit, which consists of the Head of Education and Culture, the Secretary of the Department of Education and Culture, Head of Division, Head, and Head of Section.

With the presence of several officials who will occupy new positions / movements in several units. Regional Personnel Agency (BKD) Kota Makassar, according to the Advisory Board Position and Rank (*Baperjakat*) MKW argued that there are several vacant positions at the end of the mayor and chaired by the Mayor elected or in transition turn of officials coaches and the officials who will be shifted to occupy positions in other units. With the position to be prepared is a very strategic position because it is certainly related to the political escalation that occurred in the mayoral election. Another case with some of the positions echelon III and IV both structurally and functionally, when he has reached the limit in accordance with the provisions in force, it should have to be held replacement of those who meet the requirements; rank, which had been occupied echelon, level of education, training education and training as appropriate. According to information obtained from secondary data, that in

2013 there were some structural positions of civil servants, have been approaching retirement, so there are opportunities to do good mutations promotion, demotion or mutations that do horizontally.

on the PP. No. 44 of 2011, article 4, paragraph 2, of civil servants echelon II positions is possible for an extended retirement age limits to 60 years with primary considerations in question has a good performance. Based on the information, that all six civil servants who have reached the retirement age, has extended his tenure so that he is still occupying positions as mentioned above. However there are a number of civil servants who reach the age of 56 years do not obtain the extension of the term of the mayor, but has requirements with extended tenure of civil servants (excerpts of the interview with the Head of Development).

a. Resign

Culture resign within an organization is a part of the administrative process. Therefore, we need to encourage the growth of this backward attitude and culture. The attitude of the resignation of an organization in general, aims to train and familiarize fairness, and accountability to the public. In deed is done, should dare to be held accountable and not look for excuses or justification, though the traditions and practices within the organization, we did not find a chapter or a rule requiring an official country retreat if involved in a case.

An official because they feel no responsibility for the mandate entrusted to it, making it more accountable if he preferred to resign. As was done by Muhyiddin (Deputy Head of Education Department of Makassar) who stepped down for reasons not chosen because it was not elected as the head of the Department. The second reason he steps down as follows nomination Mayor election paired with Mother Muhyina for pilwali election. Muhyiddin Pa setback performed on the one hand does not present himself as a servant of the state in running his duties as a public servant, on the other hand he had to leave the attribute as follows Mayor election. In the local government bureaucracy in Indonesia, almost never with news structural officials who resign without legal process with various problems that afflicted. With the setback conducted Muhyiddin made the position of Vice Head of Education vacant and open opportunities for other civil servants who are qualified to occupy

b. Candidate Data Preparation

With the preparation of sources formation of civil servants to positions delivered via Advisory Board Position and Rank (*Baperjakat*), either through correspondence or formation that is done through announcements, structurally-led Unit Work Tools (SKPD) to propose candidates who meet the requirements for filling vacant / occupied positions by means of a copy Advisory Board Position and Rank (*Baperjakat*) submitted to the Chairman or secretary. Formation proposed data is to attach a resume / curriculum vitae and list the job performance or the valuation list implementation of work in the last two years. If the proposed only one candidate, the secretary Advisory Board Position and Rank (*Baperjakat*) will prepare some other candidates who meet the requirements to be taken and discussed in the session Advisory Board Position and Rank (*Baperjakat*).

In the process of mutation positions based on PP 44 In 2011, these provisions are key requirements of civil servants to be raised in structural positions, with civil servants, as low as has rank one level to the level specified, have the qualifications and education is specified, all elements of performance appraisal is well worth in the last two years, have the competency necessary, physically and mentally healthy. In addition to the above requirements, staff development officials will consider other factors such as seniority in rank, age, education and training (Training) positions, as well as experience. In accordance with the principle that a civil servant should be placed in the appropriate place (The Right Man on The right Place).

Some echelon II Makassar retired in 2014, including Head of Education Mahmud BM. Both the name of the longest occupied positions SKPD and have not been transferred.

Kasim argues, conducted last mutation along with Vice Mayor Ilham Supomo Guntur before ending the term of office in 2014 over the consideration to fill vacant positions due because some of the officials who will be entering retirement. In addition, to fill several new positions in the city government Makassaar on regional work units (SKPD) planned has been formed by year end.

"Further KW (informant interviews) suggests that" The movements carried out in accordance with the needs and through the stages and the evaluation process is selective. Mutations are not done by one party, but discussed in a team that is the Advisory Board Position and Rank (*Baperjakat*) which is comprised of some officials such as head of BKD, and Assistant, and mutations in this time is purely to fill a vacancy in the echelon II and III. for the post of course one must fulfill the terms that have been set up, whether it has to meet the requirements or not. for example, ranks, achievements, performance, track record of employees and others. Many considerations must be examined. It's not that difficult to become official, but all must comply mechanism so that the wheels of government can work well. including the head of the Department. "said KW is also head of the Regional Employment Agency (BKD) Makassar. (Interview, March 2014).

According to Makassar city news: Many of the public who assess existing employees who actually do not deserve to be officers, even been given the opportunity to become official. Actually, what the main requirement was a civil servant in order to be promoted to officer?. Many considerations that must be studied. Not that hard to become official, but all must comply mechanism so that the wheels of government can work well. There were those who no appointed officials because of its proximity to decision makers, whether close as family or friends.

However Advisory Board and Rank (KW) further confirm that what is expressed by a statement that was not true. May not be the appointment of an officer without rigorous process. Moreover, called the finger-pointing and no skills. The process of appointment of the officials once again I reiterate done through in-depth study to look at all the aspects that support the determination of a position. For example, to appoint a headman certainly seen juridical first whether it is eligible rank or not. We evaluated by looking at the performance, achievements and capabilities. After the review and evaluation performed by Advisory Board Position and Rank (*Baperjakat*), whether qualified or not. (Interview, March 2014). Based on the

inventoried position formations, especially in filling echelon II, III, and IV. In 2014 there were some officials echelon replacement process occurs within the scope of Makassar City Department of Education, among others :

1. Echelons II for positions in KP3S team are Drs. MBM. Shifting to occupy positions in the scope of Makassar city administration with a position as officials of the Steering Committee and Strategic Acceleration Program (KP3S).
2. Drs.ISM. MM also experienced a shift mutation in the governance environment in the city of Makassar with a post as the Head of Information and Communication Technology (Communications).
3. Substitution of echelon III to echelon II is Ir.AK to the post of Head of Department DTRB in Makassar Kotra governance environment.
4. Drs HSL as Head of Sub Division of General and Civil Service, the Department of Education and Culture of Makassar in nonjob.

According to the regulations that three months before retirement dismissal of an officer or an official, the Advisory Board Position and Rank (*Baperjakat*) of Makassar submitted to through an assistant to be submitted to the mayor as the official builder. In connection with some of the candidate's name to occupy a strategic position within the Makassar City government is the right and authority officials builder in this case is the mayor of Makassar. And relates to the names that exist in Advisory Board Position and Rank (*Baperjakat*) is with an inventory of name-name officials who proposed to occupy echelon II. "The mechanism of appointments is the authority of the mayor of Makassar as the official staff development and mechanical administratively and formation as well as the process that I run with members of Team Advisory Board Position and Rank (*Baperjakat*) is becoming judgments and decisions in team meetings are to be considered and then we leave it to officials builder in terms this is the Mayor of Makassar ". Said KW (interview on 23 April 2014).

This was also confirmed head of the planning and development we encountered had said that "officials proposed for the positions must meet a number of requirements. The requirements that must be met is to echelon have the education or training, including in this case is the Leadership Training. Officials with these criteria must have the opportunity to occupy echelon. However, that that finalization to occupy that position again I say that it is the authority of the mayor as the staff development officer.

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Substitution of echelon III to echelon II Ir. AK with the post of head of government environmental DTRB in Makassar.

Drs HSL as Head of Sub Division of General and Civil Service, the Department of Education and Culture of Makassar nonjob For 2014, the city government has been circulating for the last time, it was mentioned that the mayor has pocketed some of the names that will be transferred. Based on the information the Secretary of the Advisory Board Position and Rank (*Baperjakat*) Makassar City MKW that the mutation was the last time a mutation that dominated by Echelon II and III and echelon IV as of From the offices of other positions as Head of Spatial Planning and Building (DTRB) in including the village, district and school principals. City Department of Education for the environment Makassar some of the above are officials from the Department of Education and culture Drs.ISM. MM also experienced a shift mutation in the governance environment in the city of Makassar with a post as the Head of Information and Communication Technology (Communications). Likewise Substitution of echelon III officials to echelon II is Ir.AK to positions within the government of Makassar.

The essence of professionalism of civil servants / ASN in the control of a policy pursued by the Regional Personnel Agency (BKD) in the placement Apparatus State Civil / Civil Servant at a structural position by using the clump formation adapted to the position, where the formation was vacant. Therefore, by using the formation of a civilian state apparatus is really in the career placement in accordance with a track record with the corresponding clump. The purpose of this course is and execution in running the government (KW, Head of BKD, interview dated May 23, 2014).

This pattern is done is done to avoid any overlap or avoid irregularities that occur, particularly in the placement or replacement of structural officials for promotion of civil servants in structural positions. With the placement of the pattern that will be pursued Regional Personnel Agency (BKD) Makassar, certainly will avoid irregularities in the placement of officials in accordance with competence. Another thing is to avoid polarization strength primarily from among the civil servants to the leader.

However, still poses a variety of problems encountered in the civil city of Makassar is seen in units of the Department of governance such as within the scope of Education Office of Makassar, for example, there are candidates to be proposed to be transferred is not in accordance with the competence and educational background on the civil servants who want to positions.

c. Trial and Submission Results

Advisory Board Position and Rank (*Baperjakat*) Assembly session once a month carrying out or will carry out in accordance with the provisions. Based Working Body Position and Rank (*Baperjakat*) that the implementation of the trial Advisory Board Position and Rank (*Baperjakat*) be at least two and a maximum of six members declared valid if attended by the chairman and secretary of the team members as well. Based on Government Regulation (PP No. 13 of 2002) that a team of agency workers and rank (*Baperjakat*) the which comprises of a chairman and a secretary members who concurrently. To provide a guarantee for consistency and objectivity and ensure the certainty and accountability in the determination of decision-making, then the body of workers and rank (*Baperjakat*) will be set in an odd

number, which consists of a team of permanent secretary of the area (*sekda*) as chairman, the head of personnel (BKD) as secretary, and Assistant Chief Inspectorate IV as a member and another member adapted to field / office unit that will be discussed, such as within the scope of the Education Department in the city of Makassar, Head of Education would become a member at the time of going to discuss the post of Principal. To the secretariat assisted by a team consisting of: (1) Head of Public and staffing, (2) Head of Planning and Information employment, (3) Head of Competence Development, (4) the head of Sector Movements, (5) the head field performance and Welfare , (6) Head of Sub Division of General and Supplies.

Under PP 13 2002 Advisory Board Position and Rank (*Baperjakat*) has the task of providing advice to the officials and the staff development area in terms of: (1) the appointment, removal and dismissal in and out of positions echelon II and under, (2) promotion for the structural positions, demonstrating feats the usual way, or new findings that are beneficial to the nation, (3) the extension of the retirement age for civil servants holding positions echelon I and echelon II, (4) the appointment of the secretary of the provincial /district /city.

The results of the trial which is a consideration Advisory Board Position and Rank (*Baperjakat*) submitted in writing to the Regional Personnel Officer in the form of Trustees of the determination of the order of the candidates is elected, the result of these considerations is confidential. Advisory Board Position and Rank (*Baperjakat*) trial is done if there had been mutated candidates submitted by the Agency personnel area / city, later will be the formulation of which is based on the consideration that the team members are present. To get the final decision, the trial usually done at least three times, even been done up to four times (KW interview the head of BKD on 23 April 2014).

The trial, conducted several times by Advisory Board Position and Rank (*Baperjakat*) will bear an effective decision, finding a suitable candidate to be submitted by the Regional employment / Kota. For further discussed by Team Advisory Board Position and Rank (*Baperjakat*) present to find the decision of the outcome, this trial is usually held three times or maybe several times in a team meeting Advisory Board Position and Rank (*Baperjakat*). (Interview KW Head of Regional staffing, dated 23 April 2014), which he said that the meeting with the team Advisory Board Position and Rank (*Baperjakat*) attended by the Mayor as the official builder.

By conducting the hearing will find a decision that effectively determines a suitable candidate . But by KW say below in the implementation of the sessions will be very influential on the things that will be scheduled / discussed, such as to determine echelon II to the post of Head of Education shall be in accordance with the competence of education and professionalism, because it concerns things that are very complex on the territory of duties regarding the development of education. To maintain confidentiality in the assessment / consideration of appointments, meetings held Advisory Board and the appointment of officials Advisory Board Position and Rank (*Baperjakat*) adjusted to the matters discussed in meetings held at home mayoralty Makassar which is a meeting last time.

However, in a political standpoint it has become the authority and prerogative of the Mayor as the Chief of the area as the builder had recommended the names of candidates for

officers to the Mayor, but the proposal has been recommended not heeded officials staffing level City Government, because although the Regional Employment Board cities and Advisory Board Position and Rank (*Baperjakat*) and considered by the Mayor.

Since 2014 the government of Makassar in this case the Mayor of the City of Makassar has made several mutations period. Mutations that do of course have gone through the process of decision-making in determining echelon officials who occupy certain positions, involving several parties who joined the team Advisory Board Position and Rank (*Baperjakat*).

"Before mutation implemented, Team Advisory Board Position and Rank (*Baperjakat*) has compiled the names / or the brewing officials will shift and the decision to end up at the mayor of Makassar, Ilham Arif Sirajuddin based on the proposed head of SKPD, recommendations and proposals some leaders and senior municipal government for sale," further, when asked about the certainty of a mutation in doing, Muh Kasim reluctant to disclose. "It was Mr. Ilham authority when set time. Clearly these names, all decisions are ultimately there to Mr. Ilham, which can be changed according to his instructions, ". Muh said. Kasim.

d. Decision Making and Decision

Decision-making and determination of candidates for positions echelon II, III, and IV is the official authority of Trustees Personnel area / city. Officials set a proposal / consideration submitted by team officials Advisory Board Position and Rank (*Baperjakat*) the Trustees area of Human Resources. When there is a proposal or formation positions vacant that have been agreed based on the consideration of assessment have been the result of the trial Advisory Board Position and Rank (*Baperjakat*), the official builder (Mayor) choose one of them and yet if there is no choice of candidates proposed by the teams Advisory Board Position and Rank (*Baperjakat*), the official builder in this case is the Mayor Makassar to propose returning to the Advisory Board Position and Rank (*Baperjakat*) for review.

There are things to be noted that the determination echelon officials in particular and interesting positions MBM studied a shift from his position as Head of Education Department of Makassar from echelon II for positions in KP3S team are Drs. MBM. Shifting to occupy positions in the scope of Makassar city administration with a position as officials of the Steering Committee and Strategic Acceleration Program (KP3S). Some Echelon II at the end of April 2014 the post of Mayor of Makassar which is already retired, as Head of Education MBM. Which is the longest echelon II officials occupying positions on education and have not been transferred. Kasim argues, conducted last mutation along with Vice Mayor Ilham Supomo Guntur before ending the term of office in 2014 over the consideration to fill vacant positions due to retirement officials. In the inauguration, which was attended by several officials, including Secretary of Makassar To be victorious, Head of Cooperation, Assistants and Civil Service Police Unit. Mayor of Makassar in his speech stated that the process of change of officials is not unusual, so what happened today should be seen as part of a dynamic in governance. "Officials are not optimal" According to the information the newspaper Sindo that "The

movements of this time purely to fill a vacancy in the echelon II and III, including be some principals and village heads. Do not get in to consideration the performance," said Kasim who is also the Head of the Regional Personnel Agency (BKD) Makassar. While Drs.ISM. as Secretary of Education Office of Makassar in Makassar Mayor Ilham Arif Sirajuddin (IAS) also experienced a shift mutation in Makassar city administration environment with a post as the Head of Information and Communication Technology (Communications).

The process of placement / transfer made by the government of Makassar, will be discussed in Advisory Board Position and Rank (*Baperjakat*) raised (promoted) to occupy the structural position, including civil servants who will be shifted to the echelon of the same office, and civil servants who will occupy the structural position will be discussed in the meeting Advisory Board Position and Rank (*Baperjakat*) together the assessment team as regional secretary, Head of BKD, and each unit office.

Mutation process conducted by KW Problem mutation that there is a process and mechanism, Everything has been arranged and not arbitrary. Mutations in accordance with needs and through the stages and selective evaluation process. Mutation is not done by one party, but discussed Advisory Board Position and Rank (*Baperjakat*). Advisory Board Position and Rank (*Baperjakat*) which consists of several officials such as the Head of the Regional Personnel Agency (BKD), the provincial secretary. and to occupy a position that through the process and mechanisms of regulation, with the post of course one must fulfill the terms that have been set up, whether it qualifies or not. For example, ranks, achievements, performance. good. What else is associated with proximity to decision makers. (Interview Sindo 2013).

The process of appointment of civil servants in the placement of the structural position of Makassar City Government, has not been implemented optimally in accordance with what is stated in the regulations mayor No. 7 of 2010 on Advisory Board Position and Rank (*Baperjakat*). Supposedly in the placement process of structural positions, career patterns become a standard consideration and evaluation. This proves that the career path for civil servants to occupy a position of structural positions has not made education and training as a prerequisite to the hierarchy as a basis for consideration and vote in the inventory position formations, especially in recruiting civil servants in positions of structural positions. This can be evidenced on civil servants appointed position is not based on the consideration of education and training. If it rests on Government Regulation No. 100 Year 2010 "That the civil servants who will or have structural positions must undergo and pass a leadership education and training in accordance with the competencies set for the position. As the Regional Personnel Officer Trustees, should the mayor (IAS) follow up and consider some of the civil servants who occupied the post.

Based on the phenomenon, we could conclude that the determination of the determination of the pattern of career civil servants are not in accordance with the objectives of the organization. Career pattern generally has several objectives: a) the specification of the task clear and firm as well as the responsibilities, rights and powers that have been distributed in whole levels of the organization, is expected every office holders

can reach the level of the maximum, b) With the completion of the pattern of the career civil servants and has irregular pattern of career development, then every employee will get an overview of the positions, positions and pathways that may be passed and achieved, as well as the requirements that must be met in order to achieve the intended positions.

With the completion of career paths of employees, each employee will be able to note its development, as well as for their possible increase ranging from the position low to the higher position in an objective and fair, c) The pattern of career employees is the basis for every official builder in the decision making process involved in personnel management system, d) if there is a harmonious mix of abilities, skills / skill and innovation with the level of assignment, the positions available will produce better quality and optimal performance. Premises such civil servants in each unit device governmental organizations will be more professional in dealing with the challenges at any time. Therefore stage career guidance will be in accordance with the Decision of the State employment agency No. 13 of 2002.

Based on the information presented by the Head of mutations, that the government of Makassar has a pattern of career civil servants are clear and can be used as a reference for civil servants concerned as well as for organizations in the structuring of human resources. Career pattern is a common pattern of civil servants career development set out in the Mayor of Makassar. The general pattern of career development in the decision with the flow of career civil servants and has required competencies that must be met when it will assume the role. However, the commitment to the implementation of the rules has not been fully implemented to the fullest. This is justified by one who knows exactly bureaucratic officialdom in the city of Makassar to say "that the base issue during this election begins when the issue actually stems positions into direct election and interest now because of who visits who helped him? why it is a major consideration for regent / mayor is a full ruler and sale of office and the staff development mayor. Conclusion according Jhs bureaucracy is not neutral anymore (Interview Jhs dated December 5, 2014).

As part of the process of appointment of officials, the role of Trustees Personnel Officer Advisory Board Position and Rank (*Baperjakat*) and quite important and central in determining the career civil servants. Which factors in the preparation formations administration office does not provide the clarity and strength of leadership intervention. Resulting in the placement process for civil servants to occupy officials echelon could not run optimally because it's what I said that bureaucracy is not neutral anymore. Based on the interview "That pattern of career civil servants in the city of Makassar unclear, including the tenure of each position is not set. This will cause anxiety of each civil servant positions when heard the information will no mutation positions, even they can not concentrate on work. It is also revealed by the field of human resource development "that the reign of Mayor" IAS "period of his leadership transferring without reason, even someone sometimes new positions suddenly transferred / removed without a clear reason, resulting in civil servants feel can work well (an excerpt of the interview staff PSDM "F" 15 November 2014).

What is proposed by the informant "F" indicates that the career system in Makassar city government, has become the

normative basis its regulations are good, but the practice or implementation has not been fully carried out systematically. We tried visited one of the staff outside of the informant / units welfare Development matching what has been put forward on to say "that the rules of the existing normative already well meaning legislation process of appointment of acting actually, but all these things are in the hands mayor as the official builder who determine for each policy issued from taken it from what he heard from the people close to him even far away from the principles of "the right man on the right place", only applicable is "like and dislike". (Excerpts of the interview "Mlr, dated December 13, 2014).

According to the informant, that the system as long as it do not patterned on the career system, both from the class / rank, level of education / disciplines owned. So the assessment undertaken during the consideration only the range of matters of an administrative nature. So that civil servants who have a more productive performance received less attention. These barriers also occur because of the lack of clarity between the competence with job tasks assigned. The emergence of this problem is because as a result of the recruitment process is not in accordance with the official placement area of competence. The emergence of this stigma because as an officer and the staff development has the authority ruling fully particularly those in support services, resulting in personnel management is still colored by their interests to dominate the process of placing civil servants in the occupied blasphemy structural as well as interviews Jhs said that the appointment is not neutral and makes it difficult for obtain official who has performance competent and professional in his field.

Performance measurement is an important aspect for every civil servant. Implementation of performance measurement PNS current becomes very strategic because basically performance conducted objectively and scalable provide many benefits to the decision-making process in the field of personnel. Considerations relating to the assessment system of appointment of civil servants in a structural position that there is only based on rank and class. Civil servants who have the rank and class were quite good, but do not necessarily have the performance or competence but achieving quality work performance. That the rank and class is a prerequisite for consideration in the occupied positions, as well as competence in addition to educational considerations. It just all depends on policy considerations and the mayor as the official builder included they contributing to the support or instrumental in the election, will be taken into consideration in the appointment of civil servants in the structural position, otherwise they are contiguous or not support will be shifted.

The weaknesses in the system of career finding by LAN (2005) that the systems and patterns of career civil servants who have not awakened in a professional manner. The pattern of the career civil servants are still based on rank and class and work experience is not based on job performance. In findings Walker (1992) that has not run optimally career path lateral (sideways), diagonal and downward (upward). Lateral namely the development to one side of a job that might fit with the skills and experiences that provide a broader, new challenges and provide confidence and job satisfaction are optimal, diagonal from one position to position more to the top, but in section / unit is different and vertically upwards, namely the development

towards the top which has the responsibility and greater authority in the field of special skills or new skills.

Career development is done through a process or career path mentioned above indicates synchronization between institutional organizations as norms or values that can cultivate motivation in coaching personnel with standard values that gave birth to employees of high integrity and professional, in the sense that PNS career development not only at the structural level positions but have a functional performance. In line with government regulation no. 100 of 2000 concerning the appointment of civil servants in the structural position, that the career system should be aimed at fostering civil servants through the career path that shows the relationship and harmony between the position, rank, education and training of training positions, competence and term of office of a civil servant holding positions until retirement.

e. Career development

In restructuring the pattern of career Apparatus State Civil (ASN), then in managing the careers of bureaucracy required synchronization clumps of office in accordance with the duties in their respective fields, this is very important so that the direction of placement positions of civil servants either through sale or the transfer did not experience overlap in carrying out its duties and functions, in addition to doing self-assessment in the development and career advancement in the future. Thus the organization can work effectively and efficiently. Another effect in the career development of the State Civil Apparatus (ASN) is the restriction / period in occupying positions determined in accordance with institutional rules in order to further sale or transfer can be done.

Structuring career Aparatus State Civil in a position echelon in structural positions prepared based clump positions is an effective system can provide benefit in developing and planning a career employee is a process that aims to make a career of labor can be developed according to their talents and abilities so that it can function properly and optimal for every civil servant on one hand and on the other hand can enhance an organization performance fullest. Besides this, also the role of Trustees Personnel Officer Advisory Board Position and Rank (*Baperjakat*) and quite important and central in determining the career civil servants. So factors such as non-technical administrative leadership of the strong intervention, coupled with the placement/career development of civil servants that are not transparent, making the career civil servants can only be felt in the future. Therefore, the necessary separation and strictly regulate the role of the bureaucracy that is Career positions with political positions so that the stability of the running of the government is not disturbed.

Approach in managing the Civil Apparatus Negara (ASN), is through the preparation of a clump of positions that have a relationship in their functions and duties. Clumps of office subsequently inventoried to all areas // units into the same family. Clumps of these positions are plotted in career planning is based on the workflow. Clumps of this position can easily be beneficial to employees as develop the potential abilities and skills, Knowing employee career development path within the organization, Got appropriate training to career development direction.

Structuring the pattern of career civil servants is one of the efforts to achieve this goal, accompanied by escort implementation. In order for the application and the implementation of the arrangement pattern of the career civil service area takes place in accordance with the track/track, it is necessary to change the determination of the officials and the staff development that should be held by civil servants who occupy positions highest career and not on the official political as is happening now, because it tends officials politically the do not understand employment conditions and rules relating to the field of personnel, causing all sorts of problems in the area including the sustainability of career civil servants.

Step arrangement patterns of career civil servants started by grouping / clump positions that have relevance as well as the correlations are quite close in their functions and duties. These clumps then an inventory of all units macro that embodies these positions into a similar clump. The results of these clumps can describe the career planning within a single boundary or a groove. Benefits of this position clumps of them, can easily perform a repositioning mechanism for civil servants, and to make civil servants have enough knowledge (experts) in clumps functions and duties so that the overall performance of the local government will be qualified. Now, to complete this job clumps, the information office as well as the analysis of job descriptions and integrative functions needed to find linkages and correlation positions will clump. Here is shown an example of a model clump positions shown in macro or wide in the embodiment of the institution / area devices can basically reflect clumps positions in more detail

The pattern of clumps of office / work unit based on the coverage functions and duties as above, can be applied to start from level staff, functional, structural Echelon IV, structural Echelon III, until structurally Echelon II. On the structural position of which will lead to the post of Regional Secretary as the highest career positions in the area. However, especially those at the level of the second echelon transfer / repositioning in an office can or are allowed not to follow the patterns and clumps of positions that have been drawn up, because in the second echelon level precedence functions that hold managerial skills in conceptual thinking skills with a generalist.

Related patterns of careers open (limited in the country), where civil servants can develop a career in other areas, the pattern of clumps of this position is very useful in putting the relocation of civil servants in a position accordingly. To that end, the pattern of clumps of this position also needs to be supported by other areas in order to transfer civil servants from the District /City to District / Other cities and the districts / municipalities to the Province can take place smoothly and on track. When this can be created, it is not just a matter of career stuck in an area can be overcome, but also the realization of optimum quality of the performance of the organization with the support of human resource quality and professionally.

Based on the model above clumps positions, if we take the example of a clump of apparatuses, then a civil servant in an office of BKD can be repositioned or removed (sale or transfer) only by the scope of the clump apparatuses only and can not jump out of a clump of the post. Means can be spelled out in detail the flow of a career civil servant in question as follows:

1. From BKD, civil servants in question can be repositioned internally within BKD itself. Whether a mutation in another field office or having a promotion / raise.
2. From BKD, civil servants in question can be repositioned in other allied agencies like, work unit DIKLAT, Organization and Management Section, or Section Officer in the Regional Secretariat. This repositioning may be, mutations in positions which have the same echelon level, or having a promotion / advancement that echelon higher than before.
3. From BKD structural positions in the civil servants concerned may pursue a career through functional lines that also have relevance to the scope and extent of their duties before, in terms of functional positions also need clumps. For example, for a family of apparatuses functional pathways that staffing analyst or widyaswara.

Implementation pattern of career civil servants in local government through the office clump is quite effective in informing future career civil servants, and civil servants are able to plan ahead in his career after being appointed in a position to full duty. In addition, the recruitment of new civil servants need a picture can also be obtained from groves of this position. In that sense, in order to improve the quality of the task and the execution of government functions for example, improving the economy of the area, population service improvement, or the management of the agrarian sector of potential, the benchmark formulation can be based on a clump formation which corresponds to the needs of the area.

The recruitment of new civil servants who are currently using the mechanism of formation can be adjusted to clump formation positions where it is located. Thus, based on the initial formation, a civil servant's career path will continue to be on track or allied career path. clumps of this career is basically an effort improvement and development of a more professional and competent in every area of each PNS in mastery, understanding, and implementation of government affairs. Therefore, attempts to patent thicket this position into a local ordinance or regulation head of the region is very important to do for the efforts of irregularities, especially, when the succession does not occur. Deviations Among them is the placement of a person in a position that does not match the background and capacity, the mechanism of repositioning (sale or mutations) that do not provide legal certainty / transparent / closed and impromptu, as well as the strong influence of non-technical such as the influence of regional leaders against the career of a civil servant. Some of these problems are still examined and found in several areas sampled. Therefore, the presence of clumps of office housed within a binding legal force and supported by the commitment of local leaders in escorting, the PNS can quietly carry out their duties in an optimal and does not need to be anxious, confused, and will not hesitate to future career development.

IV. CONCLUSION

1. The process of determining / appointments structural scope Makassar City Department of Education tends to

ignore the rules of consideration, although according to the informant that is in conformity with the rules of decision-making processes, experience and career path positions as political Implementation bureaucratic appointments in Makassar is the prerogative of the Mayor because in the appointment or the appointment of an officer mayor should consider some of the requirements determined by the legislation in force, however, the political standpoint it has become the authority and prerogatives mayor as head of the region as the builder had recommended the names of candidates for officials to Mayor but the proposal has been recommended not heeded officials staffing level City government, because although the Regional employment Board City and Advisory Board Position and Rank (*Baperjakat*) and considered by the Mayor, so the presence of BKD and Advisory Board Position and Rank (*Baperjakat*) in recommending the proposed list of candidates for officials to Mayor is only part of the formalities and symbolization governance structure.

2. The decision making process of determining the position of civil servants in structural positions are generally based on the interests of the staff development actors as officials who have full authority so that in the process of appointment of civil servants as bureaucratic officials are no longer neutral in the decision. The role of the actors involved in decision-making appointment of civil servants structural officer scope of Education Office of Makassar, which in this case is the relationship of actors and political officials over the network, this intervention is realized through the implementation of the function of each role of officials, namely the role of officials is meant by the role of patronage networks that connect mutually beneficial to the interests of each.

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AUTHORS

First Author : Syamsul Bahri, Graduate Student PhD,
Study Program : Science Of Public Administration. Hasanuddin

University, Makassar, Indonesia. Email :
syamsu.b007@gmail.com

Second Author : Sangkala. Faculty Of Social Sciences and
Political Sciences. Hasanuddin University, Makassar

Third Author : Muhammad Yunus, Faculty Of Social
Sciences and Political Sciences. Hasanuddin University,
Makassar

Four Author : Hamsinah, Faculty Of Social Sciences and
Political Sciences. Hasanuddin University, Makassar