



Evaluation of The Implementation of The Development of The State Civil Apparatus (Case Study on The Implementation of Transfers and Promotion of The State Civil Apparatus in Bulukumba Regency)

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ABSTRACT

Keywords:

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The development of state civil servants in cases of mutation and promotion is an activity directed at increasing the capacity and competence of employees so that they can have good mental and moral attitudes and increase skills, skills and expertise in order to support employee performance. evaluation of the implementation of the development of the State Civil Apparatus in the Mutation and Promotion case study in Bulukumba Regency. The approach used is qualitative, data obtained through direct field observations, interviews and document analysis. Data analysis used is data reduction, data presentation, and drawing conclusions. The results show that the evaluation of the implementation of the development of the state civil apparatus, case studies of the implementation of transfers and promotions, such as (a) the effectiveness can be the result of employee development in accordance with the objectives of the transfer and promotion (b) the efficiency can assess how much effort is needed in developing the civil apparatus State to achieve effective results in the implementation of transfers and promotions (c) Adequacy in the development of the state civil apparatus seen from how far the level of effectiveness satisfies employees in the implementation of transfers and promotions (d) The alignment is fair to employees from policies or regulations from the implementation of transfers and promotions e) Responsiveness of employees in fostering the state civil apparatus in the implementation of transfers and promotions (f) Determination seen from the program implemented in the development of employees where the program or policy can be a solution in the implementation of transfers and promotions. Factors that influence the implementation of the development of the state civil apparatus in cases of mutation and promotion (a) Nepotism system (b) Spoil system should employees who will be transferred and promoted to avoid political factors so that the implementation of promotion of employees goes according to the established procedure.

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1. Introduction

The development of apparatus resources is regulated through various legal foundations, namely Law Number 5 of 2014 concerning State Civil Apparatus, Government Regulation Number 53 of 2010 concerning employee work discipline, and in an applicative manner regarding the development of apparatus resources is regulated by Government Regulation Number 42 of 2004 concerning Corps Development and the Code of Ethics for Civil Servants. The Regional Secretariat is a regional government work unit that also implements the above statutory regulations which function to regulate the problems inherent in the state civil apparatus. oriented to capacity and competence improvement.

One way that is usually done to improve employee performance, especially within the scope of government, both at the central and regional levels is by holding transfers. The implementation of mutations for employees in each agency is an effort in the process of providing guidance and development for these employees. In addition to improving employee performance, another purpose of the transfer is to eliminate the boredom of the tasks and work assigned to him, and to provide new experiences for employees with a different office environment than before. The implementation of employee transfers is usually carried out vertically or horizontally. Vertical mutations are usually referred to as promotions and demotions while horizontal mutations are employee rotations.

The employee transfer process carried out in the Bulukumba Regency is expected to be carried out professionally and transparently without prioritizing the interests of individuals or groups. It's just that based on the author's observations while in the field, it shows that the implementation of mutations within the local government of Bulukumba Regency has not run as expected. This can be seen from the less objective assessment process which leads more to the implementation of mutations based on political interests. There are several findings in the implementation of this mutation, including: (1) there is an intervention carried out by political officials against employees in the implementation of transfers with the aim of strengthening the bargaining position of the political officials concerned; (2) the implementation of employee transfers carried out by the Bulukumba Regency Performance Assessment Team is more familial and not transparent, and (3) there is no benchmark on how to evaluate employees who will be transferred, either promotion, rotation or even demotion. (4) there are still employees who are placed not in accordance with their field/position/educational background, so that the implementation of the mutation is sometimes assumed to be negative by some employees, especially for employees who are demotion.

The above is further strengthened by the phenomenon that occurs in the Bulukumba Regency. KASN assesses that there has been a merit system violation in the process of filling the Primary High Leadership positions as well as mutation or rotation of the State Civil Apparatus (ASN) in the Administrator and Supervisory positions within the Bulukumba Regency



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government during the mutation on January 2, 2020. KASN conveys a number of recommendation points to the Bulukumba Regent with Number R-906/KASN/3/2020 regarding violations of the merit system, KASN also recommends that the selection of high-ranking pratama leaders be carried out through open selection within the Bulukumba Regency government with reference to the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 15 of 2019.

Finally, KASN asks for an open selection process, transfer or rotation of employees both in high-ranking pratama leadership positions as well as supervisors and administrators in the future, with reference to the applicable laws and regulations. The contents of the letter, KASN warns that promotions, transfers and job rotations that violate procedures have the potential to cause state losses because they provide access to benefits to unauthorized parties due to the appointment process that violates procedures. Based on Article 1 paragraph 22 of Law Number 5 of 2014 concerning State Civil Apparatus which states that the Merit System is a policy and ASN Management based on qualifications, competence, and performance in a fair and reasonable manner without distinction of political background, race, skin color, religion, origin, gender, marital status, age, or disability.

(<https://kumanika.com/kasn-temukan-pelanggaran-pada-mutasi-pejabat-dipemkab-bulukumba>) accessed on 7 December 2020.

Mutations that are not carried out objectively will have a negative impact on the employees concerned, including the image of the Bulukumba Regency Government Agency/Agency. Employees will get worse because they do not have work motivation, in addition to employees who are promoted to certain positions will not understand their duties and functions because they do not have the ability and understanding as expected or in accordance with the required job classification. As for employees who are rotated, it will be increasingly difficult to accept changes that occur both in terms of the work environment and the ability to adapt to employees and their superiors which in turn will not bring the expected work performance.

On the other hand, if the Bulukumba Regency Performance Assessment Team is able to carry out employee transfers and promotions fairly and objectively based on the existing assessment results, it will be able to motivate employees to improve their performance other than as a process in developing and providing guidance to employees. In addition, the impact felt for those who were transferred was the birth of awareness of the duties and responsibilities as public servants and servants of the State in providing the best services for people in need. Will be able to give birth to loyalty and high morale, eliminate the priyayi mentality that is sometimes owned by some employees and of course will increase the work performance that has been achieved or maybe for employees who have had low performance so far will be motivated to improve it.

2. Literature Review

In this study, the author uses Evaluation Theory. Evaluation is an assessment process. Mulyadi, 2016:100, Evaluation is one level in the public policy process, evaluation is one way to assess whether a policy or program is going well or not. In generating information on policy performance, the analysis uses different types of criteria to evaluate policy outcomes. The criteria for evaluation were applied retrospectively (ex post). William N. Dunn (1999) suggests several criteria in assessing policy performance, as follows:

Table 1
Evaluation Criteria

Criteria Type	Question
Effectiveness	Have the desired results been achieved?
Efficiency	How much effort is required to achieve the desired result?
Adequacy	Mungkinjauhdarihasil yang dinginkanmemecahkanmasalah ?
Alignment	Are costs and benefits evenly distributed among different groups?
Responsiveness	Do policy outcomes meet the needs of specific groups?
Accuracy	Are the desired results really useful or valuable?

Source : Dunn 1999

The criteria above are benchmarks or indicators of public policy evaluation. Because this study uses a qualitative method, the discussion in this study relates to the questions formulated by William N. Dunn for each criterion.

In analyzing the evaluation of the implementation of the development of the State Civil Apparatus (ASN) on this topic, the researcher describes based on the implementation of the Mutation and Promotion of the State Civil Apparatus in Bulukumba Regency.

- Mutation; Mutation is a word that is commonly heard by employees in an institution because what is meant by mutation is a transfer of employees from the field of work to another field of work in order to develop the abilities, knowledge and skills possessed by each employee in order to improve the effectiveness and efficiency of employee work and to improve employee performance.
- Promotion; Kasmir (2016: 166), explains that promotion is defined as an increase in a person's position or rank from the previous level to a higher level. This means that employee promotions will be able to provide greater social status, authority, responsibility, and income for the employee concerned with the aim of improving the welfare of the employee and his family.

3. Research methods

This type of research is descriptive qualitative. Qualitative research is an approach that is also known as an investigative approach because researchers usually collect data face-to-face and interact with people at the research site. By



observing that the evaluation of the development of the state civil apparatus in the implementation of employee transfers must be based on a merit system/career system as described in Law Number 5 of 2014 concerning the State Civil Apparatus and to create a bureaucracy that is free from the practice of political intervention, nepotism and discrimination from certain person or group. The research approach used is phenomenology, which is a research conducted through exposure and experience experienced by informants.

This research is planned to last for 2 (two) months. This research was carried out at the Regional Personnel Agency (BKD) and the Regional Secretariat of Bulukumba Regency by looking at how the evaluation of the development of the state civil apparatus was a case study in the implementation of mutations. Where BKD and Baperjakat which have the duties and functions to assess employees are required to be able to act professionally, objectively and scientifically in carrying out the mutation implementation process without any intervention from any party in the context of creating a clean bureaucracy and based on the applicable laws and regulations.

The research focus is used as the basis for data collection, so that there is no bias towards the data taken. The main focus of this research is as follows: How to assess the results of the evaluation of the development of the State Civil Apparatus (a case study on the implementation of Transfers and Promotions in Bulukumba Regency), if it is associated with the evaluation criteria indicators proposed by William N. Dunn which include effectiveness, efficiency, adequacy, alignment, responsiveness, alignment, responsiveness, and precision.

The factors that influence the evaluation of the development of the State Civil Apparatus (a case study of the implementation of mutation and promotion in Bulukumba Regency), namely the Nepotism System and the Spoil System. The data sources used by the author in this study are; Primary data; Is data obtained from observations made by the author and from informants through in-depth interviews regarding the evaluation of the development of the State Civil Apparatus (ASN) case studies on the implementation of mutations in Bulukumba Regency. Secondary Data; Is data collected by researchers from various reports or documents that are written information used in research. This data is used to complete various information related to the evaluation of the development of the State Civil Apparatus (ASN) case studies on the implementation of mutations in Bulukumba Regency.

In order to obtain data relevant to the research objectives, data collection techniques were used, namely Observation, Interview, and Documentation. While data analysis techniques, according to Miles and Huberman in Sugiyono (2012: 92), these components are Data Reduction, Data Presentation (data display), and Conclusion Drawing and Verification (conclusion drawing and verification). For more details, see the image below:

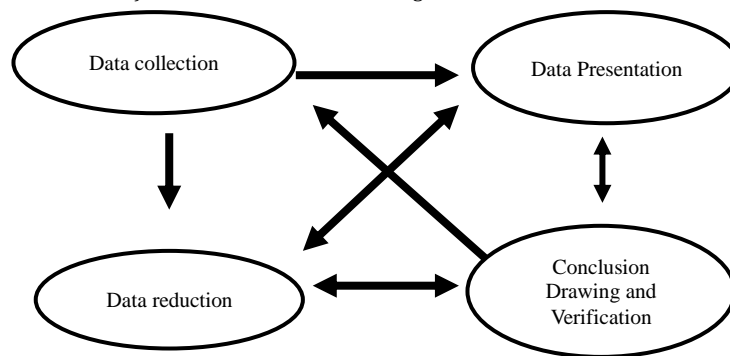


Fig 1. Data analysis

According to Sugiyono (2012: 366), explains that the validity of the data in qualitative research includes internal validity, external validity, reliability and objectivity. Based on this explanation, the authors are interested in using internal validity techniques in this study, namely:

- Observation extension
- Increased persistence in research.
- Data triangulation.

The data triangulation used by the author is source triangulation, technique triangulation and time triangulation.

4. Results

4.1 Evaluation of the Implementation of State Civil Apparatus Development (Case Study on the Implementation of Transfers and Promotion of Civil Servants in Bulukumba Regency)

The development of the State Civil Apparatus is carried out in various ways by providing opportunities and encouragement to develop a career, fostering ASN (State Civil Apparatus) one way that is usually done to improve employee performance, especially at the central and regional government levels is by holding transfers and promotions as an effort to increase employee performance. the coaching and development process for these employees, in addition to improving employee performance, another purpose of the transfer is to eliminate boredom with the tasks and work assigned to them. the implementation of the transfer is a strategic step to apply the principle of "the right man in the right place" or in other words placing people (employees/employees) based on their expertise and abilities appropriately so that the expected goals can be achieved effectively and efficiently.

a. Effectiveness

Effectiveness is the achievement of results in accordance with the goals that have been set, so that effectiveness shows success in terms of achieving the goals that have been set. If the results of the policy are getting closer to the target, it means that the effectiveness may be high. The assessment of effectiveness is aimed at responding to the timing of the



achievement of policy outcomes/objectives (William N. Dunn). The implementation of the development of the State Civil Apparatus has been carried out in accordance with Law No. 5 of 2014 in the implementation of mutations and promotions for employees, but the purpose of these regulations has not run optimally and effectively. a position that is not in accordance with the field or education this is certainly very influential on the effectiveness of employees who are less than optimal.

The results found by the author in the field that in the implementation of mutations and promotions of the positions of the State Civil Apparatus (ASN) in Bulukumba Regency are still not running effectively because there are still frequent violations in the implementation of mutations where there is a structural position filled with three (3) officials, namely the Office of Communication and Information (Diskominfo) where this violates the merit system of the existing rules, from here we can see that the development of ASN (State Civil Apparatus) in the implementation of mutations and promotions in Bulukumba Regency still needs to be made efforts for improvements in the mutation and promotion implementation system so that it is in accordance with the expected goals and results in accordance with the rules.

This has not been running according to the theory put forward by William N Dunn in the evaluation criteria for achieving success in achieving the goals that have been set. And it is hoped that the government will pay more attention to the implementation of the development of the state civil apparatus as stated in Law No. 5 of 2014 concerning State Civil Apparatus Article 2 point H for the implementation of ASN policies and management effectively and efficiently in order to achieve the objectives of implementing the development of the State civil apparatus in Bulukumba Regency.

b. Efficiency

Efficiency can be interpreted as a standard for assessing how much effort is made by the implementer of an activity or policy in achieving the goals and objectives to be achieved (William N Dunn), the focus of efficiency in this study is how much effort is needed in fostering the state civil apparatus to achieve effective results in the implementation of transfers and promotions within the Bulukumba Regency government.

Efficiency in the development of state civil servant employees, a case study in the implementation of transfers and promotions in Bulukumba district, shows that the efforts carried out by conducting monthly performance assessments of ASN employees in developing their careers, one of which is the provision of education and training for employees, but this has not been running effectively because there are still many promoted officials who have not attended the training and education training which is a violation of the existing rules. ASN participation in PIM training so far has followed the DUKDIK pattern, meaning that they sit first in office and then follow Pim training. This phenomenon is not in accordance with Law no. 5 of 2014 concerning ASN which implies that every apparatus who will occupy a position must first follow and pass the PIM training, meaning that the apparatus occupying a position has fulfilled the competence of his position. From the data from the analysis of the author's research, it can be seen that in the implementation of mutations and promotions the efforts made in fostering the state civil apparatus have not been effective and efficient because there are still several officials who occupy structural official positions who still have not attended the PIM training, namely 118 officials which This is very supportive in the transfer and promotion process, so the Bulukumba Regency government should at least make more efforts so that all structural officials are included in the training process so that it runs effectively and efficiently in accordance with the objectives of the existing rules.

The efficiency of the implementation of mutations and promotions in Bulukumba Regency is also seen from the process involved in the implementation, where the results show that in the process of implementing mutations and promotions the dominant involvement is the Civil Service Supervisor (PPK) from here it can be seen that there are interventions carried out by political officials. The implementation does not involve the Regional Secretary in the implementation of mutations and promotions, this is not in accordance with the existing rules. Based on a literature study, that in Law Number 5 of 2014 it is stated that in the process of mutation and promotion of ASN positions, the role of the Civil Service Supervisor is to determine officials based on the results of the selection made by the Authorized Official. For the transfer and promotion of Administrative Officers and Functional Officers, the Personnel Guiding Officer must first ask for consideration from the PNS performance appraisal team at Government Agencies formed by the Authorized Official.

c. Adequacy

In the criteria for evaluating the adequacy of the development of the state civil apparatus (ASN) in the implementation of mutations and promotions in the Bulukumba Regency area, one of the things that supports the achievement of the results of the mutation and promotion implementation system is that what is seen in every position formation available in mutations and promotions is always sufficient and appropriate for employees of the state civil apparatus.

The implementation of mutations and promotions in filling positions for ASN is calculated based on the number of employees who retire and from there it is also proposed how many will be filled in that position, although sometimes what happens is that there are more ASN employees than the available formations so that it cannot be adequate. In the placement of state civil servants in Bulukumba Regency, sometimes there are employees who are not in accordance with their placement but all of them have been assessed by the performance appraisal team, where not all employees are seen and placed according to their field of education but rather the level of experience or seniority based on length of work experience. The development of State Civil Apparatus (ASN) employees in the implementation of mutation and promotion of work performance employees is an important thing that needs to be considered because these criteria directly affect the improvement of good performance in order to get the expected promotion. For this reason, in an effort to ensure more objectivity in promotions based on a career and work performance system, Government Regulation No. 10 of 1979 has been issued concerning the assessment of the implementation of the work of the state civil apparatus. In this performance measurement, an assessment of an employee's potential is defined as an estimate of the highest appointment or level of work that an employee is ultimately able to do.

d. Alignment

Alignment in the evaluation criteria of public policies is seen from the fairness or fairness of existing regulations or policies. In implementing a policy, justice must be the main basis, in the sense that all sectors and all levels of society



who are the target and object of the policy must be able to share the results of the policy.

In the implementation of the development of the state civil apparatus for the implementation of mutations and promotions in the Bulukumba Regency area, one of the factors that support this indicator is the placement of employees according to the level of education they have. Educational qualifications have priority to be promoted to higher positions, educational qualifications in question are skills in practical work implementation, special techniques and scientific disciplines that unite and harmonize related elements in the preparation of management policies and skills in providing motivation directly, as in the principle of "the right man on the right place" it is very important to apply in an agency, where we see whether the coaching process that has been given to the state civil apparatus (ASN) has met the rank requirements for the implementation of transfers and promotions.

In the implementation of mutations and promotions for state civil servants, educational background becomes a support in promotion, but other than that what supports an employee in a career is not separated from his work experience which must be considered temporarily in accordance with the distribution. In fostering ASN the educational aspect of the State Civil Apparatus in the Bulukumba Regency area is one of the basic considerations in implementing employee promotions that cannot be separated from work experience which in the process of distribution is in accordance with the level of education possessed by employees, although in the field of placement sometimes there are still employees who are not appropriate in the field of education.

And it can also be seen from the results of the analysis in the field that in the implementation of mutations and promotions in Bulukumba Regency in the implementation of promotions it is not carried out evenly which is where not all employees who have the requirements and standards get promotions and are mailed because this is done by the performance appraisal team in secret. it can be seen that there is no smoothing by employees who have the requirements and standards to be promoted by the performance appraisal team, which in this case is carried out in secret by the performance appraisal team, even though in terms of conditions in the field the author sees that many employees can be targeted in the implementation of promotions. because it meets the requirements and standard criteria to be promoted to a structural or functional position.

e. Responsiveness

Responsiveness according to Dunn in public policy can be interpreted as a response to public policy targets for the implementation of a policy. Responsiveness relates to how far a policy can satisfy the needs, preferences, or values of certain community groups. The responsiveness criteria referred to in the implementation of the development of the State civil apparatus in the implementation of mutations and promotions in Bulukumba Regency are responses from the employees of the State civil apparatus and the performance appraisal team in the implementation of mutations and promotions as the targets of the implementation of these regulations with regard to how far the implementation can be achieved. satisfying the needs and values by the employees of the State civil apparatus (certain groups) of the Bulukumba Regency.

In the implementation of transfers and promotions, there is often no conformity in their implementation, such as an employee of the State sipul apparatus who said that during the transfer I was assigned to a place that was not in accordance with my education and abilities. The government of Bulukumba Regency still often occurs discrepancies in the placement of employees in positions, as happened with the informant above in this case it can be seen that the performance appraisal team in the implementation of the transfer and promotion must be based on existing regulations which must be in accordance with the skills and the potential possessed by these employees and implemented based on a merit system in accordance with Law No. 5 of 2014, it is the task of the performance appraisal team in carrying out the transfer and promotion of employees in positions.

Regarding responsiveness in fostering the state civil apparatus in the implementation of transfers and promotions in Bulukumba Regency, it can be seen that some employee responses are not in accordance with the results of the implementation of the mutation and promotion policies that occur, due to the occurrence of several violations that are not in accordance with the merit system regulations in the implementation. The performance appraisal team and implementing officials in this case must pay more attention and work hard again in carrying out mutations and promotions which must run and according to the merit system of existing regulations so that in the future unwanted things will not be found and run according to regulations Law No. 5 of 2014 concerning State Civil Apparatus.

f. Accuracy

The provisions referred to in the implementation of the development of the State civil apparatus in the implementation of transfers and promotions in Bulukumba Regency are every program carried out in the development of the State civil apparatus employees whether it is appropriate for employees where the program or policy can be a solution in the implementation of mutation and promotion state civil servants.

In the development of the state civil apparatus in the implementation of mutations and promotions in Bulukumba Regency, it has not been running according to the objectives, where in the implementation of the mutation and promotion programs it has not run according to its competence, sometimes an employee who is transferred and promoted is not in accordance with his competence, so it does not run optimally and inappropriate for employees. From this, it can be seen that the performance appraisal team should focus more on conducting training programs for employees so that they are appropriate and appropriate for employees and run according to existing regulations, as in Law N0.5 of 2014 concerning State Civil Apparatus.

The provisions of the state civil apparatus development program in the implementation of transfers and promotions are still not fully implemented according to existing regulations, where the facts on the ground in the implementation of the coaching program are that there are still many inaccuracies in employees being transferred or promoted, which is not a solution. In practice it becomes a new problem because the placement of employees is not based on skills, experience and education so that the process in service can be constrained due to the lack of skills possessed by employees.

4.2 Factors that affect the implementation of the development of the State Civil Apparatus (Case Study on the Implementation of State Civil Apparatus Transfers in Bulukumba Regency)

The authors found several factors that influenced the implementation of the development of the State civil apparatus



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in the implementation of mutations and promotions in Bulukumba Regency in structural positions as described above, mutations and promotions are not only the process of transferring employees, it can be concluded that mutation is a process of transferring employees both positions as well as the place and work of an employee with the aim of increasing the efficiency and effectiveness of the tasks he performs. These factors are in the form of a nepotism system and a spoil system.

The implementation of the development of the state civil apparatus in the implementation of mutations and promotions in Bulukumba Regency is still influenced by political factors. Researchers' observations so far show that this external influence can be in the form of political pressures to place an ASN in a certain position or replace an official in a certain position. Even this pressure can defeat the considerations of the examiner team and the regional committee. The magnitude of this political pressure is usually found in strategic positions that will influence the Regent in his political life. In addition, external influences can also come from pressure from relatives, family and relatives of people involved in the promotion process in structural positions. within the government of Bulukumba Regency. This is clearly not in accordance with the applicable regulations, the official concerned should pay more attention to the requirements for fostering the state civil apparatus in the implementation of applicable mutations and promotions, so that things like this do not happen again. Based on a literature study, that in Law Number 5 of 2014 it is stated that in the process of mutation and promotion of ASN positions, the role of the Civil Service Supervisor is to determine officials based on the results of the selection made by the Authorized Official. For the transfer and promotion of Administrative Officers and Functional Officers, the Personnel Guiding Officer must first ask for consideration from the performance appraisal team at the Government Agencies formed by the Authorized Official. The job selection team conducts a selection based on the principle of merit that takes into account the requirements for competence, qualifications, rank, education and training, job track record, integrity, and competency test assessments through an assessment center.

The transfer of structural positions within the Bulukumba Regency Government for the 2014-2020 period is recognized as having an impact in reducing the degree of professionalism of the bureaucracy in the region. There are still many strategic positions or positions in the government structure that are not commensurate with the qualifications of the employees in office. Forming professional and competent regional civil servants is also very difficult to implement, considering that political interests are stronger than the level of achievement possessed by regional civil servants in obtaining their employment rights. This is also inseparable from efforts to provide support in the Regional Head Election (Pilkada). Officials who support a certain regent candidate and win in the Pilkada automatically get a certain position as well. Meanwhile, officials who support other regent candidates and lose the Pilkada will be transferred and get unfavorable positions such as expert staff, down echelon or even in non-jobs.

Law Number 5 of 2014 concerning the State Civil Apparatus (ASN) assigns the BKD to carry out monitoring and evaluation of the implementation of ASN policies and management as well as to realize a merit system so that the Regent can easily determine the policy of transferring structural positions of civil servants within the Bulukumba Regency Government but not In addition, there are indications of a patronage system, in line with the findings of the research on the mutation of civil servants in the 2014-2020 period with the aim of accelerating the achievement of the government's vision and mission, but there are still allegations of collusion because there are many interests that accompany the process of transferring officials both echelon II, III and IV who new selective in echelon II.

From the results of the author's research in the field, the author describes some data on the Bulukumba Regency government officials who are mutated and promoted in 2018-2020 in the table below:

Table 2
ASN Rotation List 2018-2020

No.	Mutation Year	Echelon II	Rotation	
			Echelon III	Echelon IV
1	2018	2	23	39
2	2019	5	63	143
3	2020	2	20	54
amount		9	106	236

Source: BKD Bulukumba Regency 2020

Table 3
ASN Promotion List 2018-2020

No.	Mutation Year	Echelon II	Promotion	
			Echelon III	Echelon IV
1	2018	8	37	65
2	2019	6	42	70
3	2020	7	23	30
amount		21	102	165

Source: BKD Bulukumba Regency 2020

Table 4
Data Demosi ASN 2018-2020

No.	Tahun Mutasi	Eselon II	Demosi	
			Eselon III	Eselon IV
1	2018	4	26	66
2	2019	3	39	42
3	2020	3	5	34
Jumlah		10	70	140

Source: BKD Bulukumba Regency 2020

5. Conclusions

Based on the results of interview research supported by secondary data, it can be concluded that:



- a. In the implementation of the development of the state civil apparatus, the case study in the implementation of mutation and promotion of the state civil apparatus in Bulukumba Regency has not run effectively because there are still many violations that do not meet the merit system in the implementation or appointment of the fostering of state civil servants in the implementation of mutation and promotion. , there is no smoothing in the placement and appointment of employees in structural positions because it is not in accordance with the skills and fields of education possessed by an employee of the State civil apparatus, even though all these indicators have been regulated in Law No.
- b. The implementation of the development of the state civil apparatus, the case study of the implementation of mutations and promotions in Bulukumba Regency, was influenced by several factors, namely the nepotism system and spoil system, where the implementation of mutations in the form of rotation, promotion and demotion was still dominantly carried out by the Regent as the final holder in implementing decisions. In this case, which is greatly influenced by political factors or the politicization of the bureaucracy, the implementation of the development of the state civil apparatus in mutation and promotion is given solely on the basis of political loyalty to the leadership to the exclusion of competence, professionalism and work performance. Promotions are carried out not to improve the quality of service to the true owners of power, namely the people, but only for individual benefits for officials. This is still far from implementing a neutral or open promotion.

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