

# Reinforcing Motivation of Candidate of Prospective Public Officials through Selection System

RM Moch Wispandono<sup>1\*</sup>, Nety Dyah K<sup>2</sup>, Rizdika Mardiana<sup>3</sup>

<sup>1</sup>Lecturer in Economic And Business Faculty, University of Trunojoyo Madura, Jl. Raya Telang, Kamal, Kabupaten Bangkalan, Jawa Timur 69162, Indonesia

<sup>2</sup>Doctoral Candidate of Social Science Program, Faculty of Politic and Social Science, Airlangga University, Jl. Airlangga No.4 - 6, Airlangga, Kec. Gubeng, Kota SBY, Jawa Timur 60115, Indonesia

<sup>3</sup>Rizdika Mardiana, Doctoral Candidate of Applied English Linguistic Program, Faculty of Language and Education, Atma Jaya Catholic University, Jl. Jend. Sudirman No.51, RT.5/RW.4, Karet Semanggi, Kecamatan Setiabudi, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12930, Indonesia

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\*Corresponding author: RM Moch Wispandono

## Abstract

A suitable selection system will lead to a prospective, responsible and competent public officials. Therefore, in carrying out the selection it is necessary to look at the motivation possessed by the officials. This article aims to show how prospective public officials motivate themselves in a selection system as a basis for deciding whether the candidate is prospective and promising to hold the position. This study used a qualitative research design. The results obtained were goal achievement, intelligence, as well as transparent, open, and objective job auction system contribute to the motivation of the candidate in the selection of prospective officials.

**Keywords:** Motivation, selection system, efficiency, and effectiveness of work, public office.

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## INTRODUCTION

An organization often faces various problems when it comes to interact with its environment, especially if the environment is unstable and continues to develop. Therefore, an organization needs to make policies and practices so that it can adapt to these changing environmental conditions in order to overcome the problems that occur. In addition, at the same time the organization is required to be able to deal with its internal problem appropriately. Therefore, an integration of organization functions is needed. The efforts to overcome these external and internal problems push the organization to have credible and competent human resources (HR) which can work efficiently and effectively so that the organizations can survive and develop into an effective organization.

Human resources in organizations have the most valuable value, as stated by Martin Yates [1]. "The most valuable capital is human capital; the most powerful technology is people". Therefore, one of the main activities that are vital to be studied more deeply is when the organization decides to carry out procurement activities of employees, especially when it comes to recruiting and selecting prospective officials. In conducting recruitment and selection of prospective

officials, one of the important factors that can be used as a reference to do so is to understand their motives in participating the selection of prospective officials.

Fremout E. Kast and James E. Rosenzweig [2] defines motive (ve) as: "a motive what prompts a person to act in a certain way or at least develop a propensity for a specific behavior. The urge to action can touched off by an external stimulus, or it can be internally generated in individual thought processes". In other words, motives is what drives a person to act in a certain way or that makes someone behave specific. However, the urge to act or behave in a certain way can be prevented by external stimuli (e.g. a small salary), or can be generated internally in the thinking process of individuals (e.g. the idea that work is worship, so salary amount is not an important thing).

For the prospective stakeholder selection committee the motives of the prospective office holders to take part in the selection are very important to note because they have to know exactly what lies behind them to take part in the selection. Errors in detecting and formulating their motives will have fatal consequences for the organization. Selection that is only based on the results of psychological tests, for example, will not guarantee good performance even

though the test results show predictions towards achieving good performance. This was revealed by a problem that was constantly faced by the United States Information Agency (USIA), when conducting the selection process for prospective employees in the early 1970s [3]. From the study conducted by the agency, it was found that high scores obtained from psychological measurements did not predict success in work. This is what drives David C McClelland, Psychologist, motivational expert and "achievement", to introduce a measure of personality that can recognize attitudes and behaviors possessed by people whose achievements are very good [4]. The approach used by David C McClelland above will later become the forerunner of the development of competency models.

One characteristic in the competency model is the motive. Spencer and Signe [5] explained that motives are unmet needs that encourage individuals to achieve certain goals. In their complete view: motive are unsatisfied need which prompt individual toward the accomplishment of applicable goals. Based on the description above can be said, the motive is an impulse that is in a person to do an act in order to meet satisfaction that has not been satisfied. Encouragement to do actions to meet satisfaction that has not been satisfied according to Mitrani *et al.*, [6]; Spencer and Signe [5] are stated as one of the important characteristics of competence. According to them Motives are drives, direct and select behavior toward certain actions or goals and away from others. By some experts, the motivation process is directed towards achieving the goal. The goals or results sought by employees are seen as a force that can attract people. Motivating people is a management process to influence human behavior based on knowledge about what drives people. Motivation is a process that explains the intensity, direction, and perseverance of an individual to achieve his goals. The three main elements in this definition are intensity, direction, and perseverance. In the relationship between motivation and intensity, intensity is related to how actively a person tries, but high intensity does not produce satisfactory work performance unless the effort is associated with a direction that benefits the organization. Instead the last element, perseverance, is a measure of how long a person can maintain his business.

The Surabaya City Government has a high commitment to efforts to strengthen the economy in Surabaya, especially in order to achieve the target of Surabaya's economic growth which is expected to increase in the coming years. One of the factors that play a role in achieving the above growth targets is the existence of state civil servants who have positions related to service to the community.

Seeing the business development and dynamics of agile citizens of Surabaya, it is not

surprising that they demand the services of state civil apparatus on all fronts that can satisfy their expectations, as shown by the results of the community satisfaction survey on the Surabaya City Government public service [7] where the community needs service who can satisfy their needs. For this reason, of course, it takes hard work and smart work to develop the most appropriate community service strategy. If what is chosen is a uniform service strategy such as the services provided in the era before the 2000s, then certainly it will not be able to survive for a long period of time. The alternative solution is to be able to think creatively and act innovatively to create fresh concepts or ideas like never before. For example, creating a unique service, developing a correct strategy, or improving the quality of service to the community differently than what was done in the past. In this context, it is necessary to procure a state civil apparatus that can guarantee that the civil servants who are recruited and selected occupy strategic positions that are truly employees who not only have all the capabilities and capabilities demanded by positions but also have high motivation in carrying out their positions. he carried out so that he could achieve the goal of quality, efficient, effective public service based on the principles of good governance (Surabaya City Regulation Number 4/2014 concerning the implementation of public services).

## MATERIAL AND METHODS

According to Vroom [8] that motivation is one of the multiplier factors together with the ability that can produce the amount of performance of someone who holds the position / task.

The research informants who were the primary data sources were determined by purposive sampling method. Criteria for determining research informants are based on considering the position or position in the position, competency and mastery of problems relevant to the object of research. Based on these criteria, then the parties used as research informants are as follows:

- The sub-district head is the highest leader and the number one person in the Rungkut sub-district office who has authority in decision-making in the office he leads;
- Secretary of the Rungkut sub-district office as the party that provides administrative services to support office operations. In addition, the secretary is responsible for routine activities carried out in the office by utilizing the knowledge possessed such as the knowledge of offices, human relations, meeting preparation techniques, communication, statistics and finance and other sciences.
- General and Staff Subdivision Head as a party that has the function of planning administrative administration service activities and archives / data base for staffing and public relations,

- Head of Finance Subdivision as the party that has the task of carrying out the preparation of management and administration of financial administration.

## RESULTS AND DISCUSSION

### Motivation Following Selection

Various information and information obtained directly from informants of this study included motivation to participate in the selection of prospective office holders. Unlike what was stated by Cameron and Pierce, W. D [9] that motivation as a process that starts from the lack of both physiological and psychological causes of behavior or encouragement directed towards achieving specific goals or incentives, it turns out that the informants currently occupying certain positions in the Rungkut sub-district office in Surabaya when taking part in the selection of candidates for office it is not based on fulfilling the deficiencies both physiologically (unable to eat three times a day, not owning a car) or psychologically (not having a position) so that the informants also do not (too) ambition to pursue positions. This is because they have a strong belief in the teachings of Rasulluloh Muhamad S.A.W. who during his lifetime never wanted to choose and appoint ambitious people in positions (HR. Bukhari and Muslim in Muhammad Fu'ad Bin Abdul Baqi). Reported by him "If you get a position because of your ambition, you will bear all the burden and if you get that position without your ambition, you will be helped to overcome it."

Indeed, this message really felt touched the hearts of the stakeholders in the Rungkut sub-district office. The evidence is obtained from the results of a summary interview with the stakeholders.

*"I carry out this position feels light because from the beginning of the appointment in this position I have pledged that because the position I hold today is not because of my ambitions but because of the trustworthiness of the leadership to me then I will carry out this job feeling enjoyable"* (Saiful Danuri, Secretary of the Rungkut sub-district office).

*"I realized that the position was trustworthy so I did not need to be ambitious to pursue the position that I now live in"* (Ridwan Mubarun, Head of Rungkut District)

*"Do not get to pursue the desired position then justify any means. It is better to work diligently to be able to show achievements and then the leader can provide an assessment for my appointment to a higher position"* (Nur Aeni Yakob, Head of Subdivision of Public and Human Resources).

Based on that belief, when they follow the selection process, they are not burdened by the thought that they must pass the selection to be able to occupy a

position. This is because they think that the position is a mandate that must be accounted for in the world and also in the hereafter. Informants motivated to not ambition in reaching office because they realize and remember the hadith delivered by the great Prophet Muhammad SAW who gave the view that indeed there are actually two parties involved in the business of taking office. In this case, from the leader (the) and the owner of the ambition / non ambition.

Based on a variety of informant statements summarized above, it can be said that the motivations of the position holders when they held their current position were to devote themselves to positions and jobs based on intentions that were sincere, sincere, clean, did not justify any means, and were not ambitious in pursuing office. Beginning with this good intention, the position holders in providing services to the public can be maximized.

### Elements of Achieving Objectives and Intelligence in Motivation of Following Selection of Position Candidates

Achieving goals indicated by self-effectiveness is the main source of work motivation. That is, people who are low in self-effectiveness are more likely to reduce their efforts or fully give up, while those who have high self-efficacy will try harder to overcome those challenges [10]. Achieving work goals and the ability to manage intelligence by employees is usually directed to be able to achieve a higher power through a higher level position in the organizational structure.

The purpose of achieving goals is an activity that has a goal to a certain point by using planning, directing, organizing and controlling resources to achieve goals effectively and efficiently. Effective means that goals can be achieved in accordance with planning, while efficient means that existing tasks are carried out correctly, organized, and in accordance with the specified schedule.

The use of management functions in achieving objectives indirectly has been carried out by the stakeholders. This can be seen from the answers given by them below.

*"Although my work is not directly related to the people who come to the office, the work I do can have an influence on my friends who directly serve the community. Therefore, I do not disappoint them in carrying out my work. For this reason, I plan and evaluate the work that I do every day"* (Sri Wahyoeti S, Head of Finance Subdivision).

*"In serving the people who come to the office, the presence of a Camat is very necessary. Therefore, even though there is an assignment*

*/ service outside, I always take the time to stop by the office (whether it's morning or evening) to check and sign the file or document. For this purpose I make a schedule, agenda, and plan for activities every day "(Ridwan Mubaran, Head of Rungkut District).*

A psychologist, Wiseman [11], for about a year has conducted research on thousands of participants, to find out which of the various achievement techniques that provide encouraging results for them. It turned out that many of the participants failed and only about 10% were successful in achieving their goals. The Wiseman statement is in accordance with the results of this study. Based on those who successfully achieved their goals (effective), they turned out to use the following techniques:

- Make plans for achieving goals step by step
- Tell others about the goals to be achieved
- Think of positive things that will happen if the goal has been achieved
- Providing simple rewards / rewards when achieving progress in the process of achieving goals.
- Record progress in the process of achieving that goal

Success in achieving goals is inseparable from the use of intelligence possessed by stakeholders.

There are several intelligences that support the achievement of goals, namely: intellectual intelligence, emotional intelligence, and spiritual intelligence. Intellectual intelligence is found to be an important factor for performance, especially in complex jobs that require high educational qualifications [12]. Intellectual intelligence possessed by the office holders is shown by the results of academic ability tests which include knowledge / memorization (knowledge), comprehension (comprehension), application (application), analysis (analysis), synthesis (synthesis), and assessment / evaluation (evaluation). This is as summarized from the results of interviews with them:

*"Based on the results of the academic potential test (TPA) that I have participated in during the employee acceptance test it turns out that my TPA results did not disappoint. Therefore, with the provision of TPA results and experience in carrying out positions in the previous position, I was motivated to take part in the selection of prospective office holders."*

Another intelligence that motivates informants to take part in the open selection of prospective stakeholders is emotional intelligence possessed. Emotional intelligence is needed for success in assuming a position. According to Prati, *et al.*, [12] emotional intelligence (EQ) is interpreted as the level of perfection of someone in using feelings (emotions) to respond to a state of feeling from oneself and in the face

of their environment. Therefore, people who have high emotional intelligence have more opportunities to achieve life success. This is like the summary findings from the results of interviews with the following informants:

*"In working thank God, I was able to communicate well with colleagues so that work was often completed because of the role of co-workers who helped, gave input, and solutions to the work problems I handled. Conversely, it is also not uncommon for me to help complete the work of my friend. Indeed, in my work environment the nature of honesty, self-confidence, empathy, respect for time, mutual help, mutual understanding of fellow coworkers became the glue between us at work".*

Another intelligence that helps achieve goals is spiritual intelligence. spiritual intelligence can be interpreted as a person's ability to deal with and solve problems related to values, mind, and psyche. Zohar and Marshal [13] define spiritual abilities as the ability to deal with and solve problems of meaning and value, namely the ability to place behavior and life in the context of broader and richer meanings, ability to judge that a person's actions or way of life are more meaningful than others.

*"Alhamdulillah all this time, friends in the office here mostly perform Sunnah fasting Monday-Thursday. This habit is because in addition to being a means to get closer to Allah SWT also to maintain health and maintain self-control not to be a person who is arrogant, envious, jealous, and creates a sense of solidarity and high social sensitivity as well as to hone our spiritual abilities "(Saiful Danuri, Secretary of the Rungkut sub-district office).*

### **Selection System**

Based on Article 1 paragraph 22 of Law No. 5 of 2014 concerning filling positions with a position auction system, it is stated that the Merit System is the policy and management of state civil apparatus based on qualifications, competencies and performance fairly and fairly regardless of political background, race, color skin, religion, origin, gender, marital status, age, or disability condition. This rule positions civil servants as a profession free from intervention or political interests and implements an open career system by prioritizing the principle of professionalism, which has competence, qualifications, performance, transparency, objectivity, and is free from political intervention and corruption, collusion, nepotism. based on human resource management and prioritizing the merit system towards the realization of a professional government bureaucracy, being neutral, not easily carried away by politics and not lobbying for promotion. This rule is in

accordance with what was stated by the informants where they did not lobby for promotion.

*"Thank God, I was in this position not because of the results of corruption, collusion, nepotism and not because I approached high officials in the municipal government but purely following an open selection system with a position auction model where I was required to take a series of tests"* (Saiful Danuri, Secretary of the Rungkut sub-district office).

*"We must thank Allah SWT that I was placed in the current position not because I was a supporter of the mayor at the time of the previous election because indeed civil servants were prohibited from becoming members of political parties. But my position as the number one person in the Rungkut sub-district is the highest position in my career journey that started from the bottom"* (Ridwan Mubarun, Rungkut Sub-District Head).

The experience of several researchers [14, 15] shows that in implementing the selection process using a conventional approach, using standard psychological measurements, shows that this approach does not always succeed in predicting the success of prospective workers / stakeholders in their work later. As a result, it is possible for prospective workers / office holders to be predicted to succeed well in their work, apparently not necessarily displaying the expected performance when they have been accepted as workers holding positions, as in the case above. Whereas on the other hand, prospective workers / office holders whose results of psychological measurements are mediocre, it turns out that it is not always "ordinary" or people who have mediocre achievements.

With the signing of Government Regulation (PP) number 11/2017 by the President of the Republic of Indonesia, the filling and dismissal of positions among government organizations is regulated as follows:

- High Leadership Position (JPT) which includes the main JPT, middle JPT, and JPT pratama is filled from among civil servants and every qualified civil servant has the same opportunity to fill the vacant JPT. However, the main JPT and certain middle JPTs, according to this PP, can be filled from non-civil servants with the approval of the President whose filling is done openly and competitively and stipulated in the Presidential Decree.
- Completion of the main JPT and JPT is done at the national level. Sementara The completion of the pre-service JPT is conducted openly and competitively among civil servants in accordance with the requirements

- In the event of a structuring of the organization of Government Agencies which results in a reduction in JPT, according to this PP, the arrangement of the High-ranking Officials can be carried out through competency testing of officials available by the selection committee.
- In the event that the arrangement of the High Leadership Officer as intended does not obtain a candidate for a high-ranking official who has appropriate competence, the filling of the JPT is conducted through Open Selection.

Competency testing through an open selection system regulated in PP no. 11/2017 provides space for civil servants to compete in the selection test objectively, transparently, and honestly even though it is for pratama JPT. The selection test carried out for prospective office holders is a test of some (a sample) aspects of behavior (behavior), mental attitude (attitude), knowledge, and skills of a person. The assumption that underlies the use of tests in selection is that each person is different in terms of the ability of knowledge, skills, and motivation in carrying out work, so that all three are attempted to be measured adequately, validly, and reliably. This is in line with the results of research conducted by Devira Pusparani [16] which states that selection is one of the factors that need to be considered to achieve better performance. The main benefit of this test is also to uncover qualifications, talents, and motivations that the interviewer cannot detect or by notes about education and work experience. The various tests used in this selection can be grouped into four categories:

- Achievement or Intelligence Test

This test tests what applicants can do with regard to the job or position he is applying for. This test is divided into two, namely: (1) Test to measure knowledge of work (Test for Measuring Job Knowledge).

- Aptitude or Potential Ability Test

The attention of this test is aimed at various types of talents such as the interest in learning something, understanding in capturing a purpose and engineering or talent. The instruments used include various types which are referred to as intelligence tests, mental abilities, mental alertness, or personality tests. The types of this test are: (1) mental test, (2) mechanical aptitude test, and (3) psychomotor or skill test.

- Personality Test

Personality tests try to capture the value system in a person, emotional reactions, maturity of attitudes and characteristics at a time (mood). This test helps in assessing a person's motivation, his ability to adjust to the stresses of everyday life and his ability to make human relations and project an impressive image of him

- Interest Test

This test is designed to find a field of interest in a person and the type of work that will satisfy him. Interest Test is used for vocational guidance, and is assessed according to the answers given after reading a questionnaire

## CONCLUSION

Achieving goals and intelligence provides motivation for prospective office holders to take part in the selection. Achieving goals both in relation to personal interests (career development) and organizational interests (better service to the community) will be successful if the prospective stakeholders make plans to achieve goals step by step, think positive things that will happen, and always record progress in the process of achieving goals. Whereas the intelligence variables which include intellectual intelligence, emotional intelligence, and spiritual intelligence are reasons to participate in the selection of prospective office holders because they are related to the workload, and the responsibilities are heavier.

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