
**THE INFLUENCE OF CHAIRMAN POSITION SELECTION
AND CAREER DEVELOPMENT ON THE QUALITY OF
LOCAL DEVICE ORGANIZATIONS**

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Abstract

The results showed that the variable of leadership position selection had a significant effect on the quality of the OPD leadership of the Medan City Government. The better the job selection, the better quality the OPD leadership will be. Thus the quality of the OPD leadership of the Medan City Government can be improved by improving the selection of positions. Career development variables have a significant effect on the quality of OPD leaders in the Medan City Government. The better the career development, the better the quality of the OPD leadership. Thus the quality of the leadership of the OPD of the Medan City Government can be improved by improving career development. The variables of leadership selection and career development simultaneously have a significant relationship with the quality of the OPD leadership of the Medan City Government. The coefficient of determination of Adjusted R is 0.871. This means that 87.10% of the variation in leadership quality can be explained by simultaneous leadership selection and career development, while the remaining 12.90% is explained by other factors, such as employee competency and motivation variables.

Key words : Job Selection, Career Development, Quality Leadership

INTRODUCTION

In achieving national development goals, the government pays relatively great attention to regional development, especially infrastructure development that can make it easier for the public (public) to carry out their daily activities. This can be clearly seen from the development program that has been launched by the government to prioritize development to the regions, especially to areas that have not been touched by development during the previous administration. But it needs to be realized that the development program to these regions will not produce the results as expected if it is not supported by good performance from the local government, both provincial and district and city governments.

In reality, local governments are still unable to implement development programs as planned, being involved in the low absorption of budgets in regional development. High budget absorption tends to occur in regional indirect expenditure, which is mostly personnel expenditure and financial assistance, while budget absorption on expenditure directly related to development activities is classified as low. This means that the performance of local governments in implementing regional development is still low.

The performance of local governments is highly dependent on regional apparatus organizations (OPD), namely organizations or institutions in the regional government that are accountable to the regional head and have the task of assisting regional heads in administering governance in the regions, including government administration and regional government programs and activities. The role of OPD in the implementation of regional development is very important considering that the regional apparatus consists of several elements which are principally tasked with assisting regional heads in policy formulation and coordination, supervising, planning, implementing regional affairs, as well as other supporting elements. It appears that the smooth running of the planning and implementation of blood development actually depends on the ability of the OPD to handle it. Therefore, every OPD should be led by qualified people, so that the organization can really carry out its duties properly.

But it often happens that the appointment of a leader in OPD is not based on job qualifications, so that people who sit as leaders in organizations are not really worthy people as leaders, because the quality of their leadership is classified as low. Although actually filling positions in OPD must go through a rigorous selection process, many regions have deliberately committed violations so that certain people can serve as leaders. This situation can be seen where if there is a change in leadership or regional head, it will soon be followed by a change in leadership in various OPDs, which means that filling in positions contains more political elements than decency elements. As a result, many OPD leaders appear to be forced as leaders without being supported by leadership qualities, even many of them do not have a good career track. In fact, an OPD leader should not just appear, but must go through a long process in his career development. This means that a person becomes a leader because he has a strong desire for a career. Thus it can be said that the quality of the leadership must at least be supported by two factors, namely the position selection factor and the career development factor.

Pratama leadership position selection and career development are regulated in Government Regulation No. 11 of 2017 concerning Civil Servant Management. In article 113 letter d and article 114 letter b it is stated that the filling of the first high leadership position (JPT) must be done through selection by a selection committee formed by the PPK. Selection must also be carried out openly, starting from announcing vacancies to fill positions, announcing participant scores at each selection stage, and determining the final stage. Article 120

paragraph (4) also states that the selection committee is obliged to carry out the selection objectively and transparently.

Furthermore, in Article 120 paragraph (5) letter a, it is stated that the selection stages consist of at least administrative selection and tracking of position, integrity and morality, competency selection, final interview, and medical and psychiatric tests. It is clear that the selection must pay attention to track records, namely the history of positions that have been held by civil servants during their career development. The importance of career development is because it can show the qualifications and competence of employees throughout their positions, as well as integrity and morality in positions that have been held by high-ranking Pratama candidates. The history of career development can be seen from the presence of transfers and promotions or special assignments to the civil servants concerned.

One area that is considered to have low performance is Medan City, which is an administrative area and the capital city of North Sumatra Province as a research site. Some of the services contained in the Medan City Government are the Education Office, the Health Service, the Public Works Service, the Housing Service, Settlement Areas and Spatial Planning, Social Service, Sanitation and Landscaping Service, Fire Prevention and Fire Service, Manpower Office, Women Empowerment Service, Protection Children and Community Empowerment, Food Security Service, Environmental Service, Population and Civil Registration Service, Population Control and Family Planning Service, Transportation Service, Communication and Information Technology Service, One Stop Investment and Integrated Service Office, Cooperative Office, Small and Medium Enterprises, Department of Agriculture and Fisheries, Office of Industry, Office of Trade, Office of Youth and Sports, Office of Tourism, Office of Culture, Office of Libraries and Archives. In the use of the budget, the absorption that has been carried out has not fully met the planned target. The absorption of the Medan City budget for 2015 - 2018 can be seen in Table 1.1.

Table 1.1. Medan City Government Budget Absorption 2015 - 2018

Year	Target Year Budget (Rp Billion)	Budget Realization (Rp Billion)	Difference (Rp Billion)	Budget Absorption (%)
2015	5,46	3,13	2,33	57,33
2016	5,30	3,20	2,10	60,38
2017	5,55	4,23	1,32	76,22
2018	5,40	3,62	1,78	67,04
Average	5,43	3,55	1,88	65,24

Source : Government Medan City

From Table 1.1 it can be seen that the Medan Pemko budget absorption for the last four years is low. The lowest budget absorption occurred in 2015, amounting to 57.33% of the budget target, increasing to 60.38% of the 2016 budget target, increasing again to 76.22% of the 2017 budget target, but then decreasing to become 67.04% of the budget target in 2018. Overall, Pemko Medan can only absorb 65.24% of the budget per year. The assumption absorption data illustrates that the performance of Pemko Medan is still low. According to the Regional Financial and Asset Management Agency (BPKAD) of Medan City, in 2018 a lot of work has not been completed, so that budget absorption is slow, especially the physical work for the construction of Medan City.

The low absorption of the budget lies in OPDs that have physical work with a fairly large budget ceiling, such as the Public Works Service (PU), the Sanitation and Landscaping Service (DKP), the Housing Area Service for Settlements and Spatial Planning for the City of Medan. This means that the low absorption of the budget is due to the weak performance of the OPDs in Pemko Medan. The OPD leadership, who is a high-ranking Pratama official, seems unable to work professionally because his quality as a leader is classified as low. The impact of low budget absorption can be seen from the inadequate condition of roads in Medan City due to many holes, the condition of drainage ditches which are often blocked causing flooding, a lot of waste that is not transported around residential locations and temporary piles of garbage, while infrastructure development is on site. The settlement of residents is classified as very slow so that many people have complained during the leadership of the Mayor of Medan.

LITERATURE REVIEW

Research conducted by Nita Yuanita (2016) entitled "Study of Employee Career Patterns in Primary High Leadership Positions in the Garut Regency Local Government", and the results of the study showed that the implementation of the career patterns of Civil Servants in high leadership positions in the Garut Regency Government it has been running quite well, but the patronage system is still evident in the implementation of a career pattern. Furthermore, the obstacles in the career pattern of Civil Servants in high leadership positions in the Garut Regency Government are, first, organizational culture and the development of government conditions, which still thicken nepotism, patronage systems and spoil systems.

Second, the incompleteness of formal employment rules between Law Number 5 of 2014 and Government Regulation Number 11 of 2017 where these rules are not yet accompanied by clear implementation guidelines. Besides the perceived lack of competent human resources in preparing career patterns. So the solution is to carry out a clear career pattern, it is recommended to arrange a group of positions that are compatible, have similarities, and are correlated in their functions and duties. This is important so that the direction of repositioning (promotion and transfer) of Civil Servants is clearer and Civil Servants themselves can carry out self-assessment of their future career development.

RESEARCH METHODS

This research is a quantitative study, where the data obtained is disclosed based on data in the field. The data were then analyzed using multiple linear regression statistical analysis methods. The data collected included two independent variables, namely selection (X1) and career development (X2) and one dependent variable, namely the quality of the leadership (Y).

RESULTS AND DISCUSSION**Respondents' Responses Regarding Selection of Leadership Positions**

Selection is the process of selecting companies from a group of applicants, who best meet the selection criteria for available positions based on current conditions. Respondents' responses to the selection of leadership positions in the regional apparatus of the Medan City Government can be seen in Table 4.1.

Table 4.1. Respoden's Responses to The Selection of Head of Regional Government Organizations of The Medan City Government

Statement	Always		Often		Sometimes		Sometimes Rarely		No Ever	
	Total	%	Total	%	Total	%	Total	%	Total	%
Item 1	14	14	49	49	19	20	2	2	15	15
Item 2	18	18	43	43	28	29	4	4	6	6
Item 3	18	18	47	47	20	21	8	8	6	6
Item 4	20	20	38	38	26	27	13	13	2	2
Item 5	2	2	34	34	34	35	23	23	6	6
Item 6	20	20	46	46	18	19	8	8	7	7
Item 7	18	18	40	40	24	25	-	-	17	17
Item 8	9	9	52	53	18	18	5	5	15	15
Item 9	12	12	50	51	22	22	13	13	2	2
Item 10	12	12	44	44	30	31	13	13	-	-
Item 11	19	19	37	37	30	31	13	13	-	-
Item 12	19	19	37	37	25	26	15	15	3	3
Item 13	-	-	22	22	42	43	23	23	12	12
Item 14	15	15	47	47	24	25	11	11	2	2
Item 15	5	5	16	16	60	61	16	16	2	2
Item 16	15	15	41	41	24	25	13	13	6	6
Item 17	16	16	52	53	18	18	2	2	11	11
Item 18	3	3	22	22	48	49	18	18	8	8
Item 19	19	19	46	46	24	25	8	8	2	2
Item 20	17	17	42	42	27	28	11	11	2	2

Source : The Results of The Questionnaire

Respondents' Responses About Career Development

Career development is a formal approach that organizations use to ensure that people with the right qualifications and experience are available when needed. Respondents' responses to career development at the Medan City Government can be seen in Table 4.2.

Table 4.2. Respoden's Responses to Career Development at Medan City Government

Statement	Always		Often		Sometimes		Sometimes Rarely		No Ever	
	Total	%	Total	%	Total	%	Total	%	Total	%
Item 1	31	31	23	23	26	26	6	6	13	14
Item 2	12	12	55	56	14	14	8	8	10	10
Item 3	25	25	27	27	26	26	10	11	11	11
Item 4	29	29	11	11	33	33	13	14	13	13
Item 5	17	17	42	42	17	17	10	11	13	13
Item 6	17	17	12	12	30	30	37	38	3	3
Item 7	21	21	39	39	13	13	15	16	11	11
Item 8	12	12	42	42	16	16	13	14	16	16
Item 9	7	7	49	49	17	17	11	12	15	15
Item 10	16	16	43	43	16	16	11	12	13	13
Item 11	14	14	45	45	15	15	12	13	13	13
Item 12	15	15	43	43	13	13	15	16	13	13
Item 13	21	21	39	39	13	13	15	16	11	11
Item 14	5	5	26	26	50	51	7	7	11	11
Item 15	25	25	30	30	23	23	8	9	13	13
Item 16	15	15	44	44	19	19	8	9	13	13
Item 17	26	26	30	30	24	24	8	9	11	11
Item 18	29	29	26	26	23	23	8	9	13	13
Item 19	23	23	35	35	22	22	6	7	13	13
Item 20	26	26	30	30	23	23	10	11	10	10

Source : The Results of The Questionnaire

Respondents' Responses About The Quality of OPD Leaders

Quality is a process by which an organization evaluates or assesses the work performance is carried out properly, orderly, and correctly and can help increase work motivation as well as increase employee loyalty. Respondents' responses to the quality of leadership in the Medan City Government can be seen in Table 4.3.

Table 4.3. Respoden's Responses to The Quality of Leadership in Medan City Government

Statement	Always		Often		Sometimes		Sometimes Rarely		No Ever	
	Total	%	Total	%	Total	%	Total	%	Total	%
Item 1	19	19	35	35	32	32	13	14	-	-
Item 2	-	-	33	33	33	33	27	28	6	6
Item 3	5	5	60	61	20	20	14	14	-	-
Item 4	17	17	48	48	13	13	18	19	3	3
Item 5	14	14	21	21	42	42	12	13	10	10
Item 6	9	9	60	61	16	16	12	12	2	2
Item 7	16	16	46	46	17	17	20	21	-	-
Item 8	14	14	48	48	18	18	17	18	2	2
Item 9	8	8	47	47	22	22	20	21	2	2
Item 10	2	2	25	25	51	52	14	14	7	7
Item 11	14	14	38	38	24	24	21	21	2	3

Item 12	11	11	18	18	48	48	20	20	2	3
Item 13	7	7	48	48	27	27	12	12	5	6
Item 14	5	5	51	52	29	29	14	14	-	-
Item 15	2	2	28	28	51	52	18	18	-	-
Item 16	15	15	46	46	13	13	23	23	2	3
Item 17	11	11	45	45	20	20	12	13	11	11
Item 18	8	8	52	53	21	21	16	16	2	2
Item 19	14	14	48	48	15	15	20	20	2	3
Item 20	10	10	64	65	12	12	10	10	3	3

Source : The Results of The Questionnaire

CONCLUSION

Based on the research results, it is concluded that :

1. The variable of selection for leadership positions has a significant effect on the quality of the OPD leadership of the Medan City Government. The better the job selection, the better quality the OPD leadership will be. Thus the quality of the OPD leadership of the Medan City Government can be improved by improving the selection of positions.
2. Career development variables have a significant effect on the quality of OPD leaders in the Medan City Government. The better the career development, the better the quality of the OPD leadership. Thus the quality of the leadership of the OPD of the Medan City Government can be improved by improving career development.
3. The variables of leadership selection and career development simultaneously have a significant influence on the quality of the OPD leadership of the Medan City Government. The coefficient of determination of Adjusted R is 0.871. This means that 87.10% of the variation in leadership quality can be explained by simultaneous leadership selection and career development, while the remaining 12.90% is explained by other factors, such as employee competency and motivation variables.

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