

**PUBLIC SERVICES OF GOVERNMENT IN THE STATE ISLAMIC INSTITUTE
(IAIN) PALU, INDONESIA**

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ABSTRACT

This study aims to decide the State Civil Establishment Government Agencies' motivation as a public institution to enhance academic services and administrative services as the spearhead of an operation on the State Islamic Institute (IAIN) campus in Palu Region. The techniques used for data collection were: field observation, study of literature by looking for literature, and then conducting in-depth interviews with informants assigned to purpose. The data analysis methodology used is Miles and Huberman's model, which states that in qualitative research the data analysis process consists of three simultaneous operations, namely: data reduction, data presentation, and drawing of conclusions. The results showed that the State Civil Servants motivation on the State Islamic Institute (IAIN) campus in Palu City was not optimal. This can be seen from the three dimensions used as the basis for evaluating Mc Clelland's theory's motivation, namely: the need for accomplishment is not optimal because employees' work volume is not matched with the current workflow. This has an impact on efficiency in performing the tasks of performing the Tridarma Perguruan Tinggi service, but the need for affiliation and the need for power has been adequately met.

Key Words: Bureaucracy, Work Motivation, Public Services.

1. INTRODUCTION

It is not shocking that there are many factors in government organizations as public entities that make it ineffective to improve their workers as opposed to private entities that are so serious about improving their human capital to achieve profit-oriented goals. Motivation is based on how to promote the work of subordinates, so that they can work hard with all the, so that motivation becomes important, since it is expected that each individual employee or employee will work hard and be eager to achieve high work productivity [1]. The State Civil Establishment (ASN) as an organization that works with all its energy and time to provide service to society, the country, and the state, makes ASN an aspect that is so important because it works in theory, focuses attention on achieving the goals that have been decided through effective and efficient action. And commercial as well [2].

The Palu City State Islamic Institute (IAIN) is a government entity and hence a public service institution in the field of education. Thus reforming inefficient institutional practices requires good governance to become efficient. By constructing, rearranging, perfecting, nurturing and managing conditions to be able and communicative in the fulfillment of roles and functions. Therefore, the strategic plan needs to contribute to its Vision and Mission. To achieve the vision

and mission it needs commitment at all levels of the organization to increase efficiency in order to achieve the highest standard of service [3]. Researchers' initial findings in the field indicate that leadership does not provide support and encouragement to their officials, especially government officials or civil servants, both individually and in groups, in an effort to improve the work performance of state officials within the State Islamic Institute (IAIN) as government agencies[4].

The objective conditions outlined from the findings made include: disability funds, leaving funds, benefits and rewards not having a psychological contact for excelling civil servants. Because this is important if the apparatus is to work with a high morale. The Palu City State Islamic Institute (IAIN) is a public institution of government where people work not to support themselves but to serve the public. State civil servants are referred to as civil servants in their common term, but the hiring of state civil servants has a wider reach, meaning not only civil servants, but also government employees with work arrangements in government agencies (contract workers) who are considered to be appointed by staff leaders and assigned to government roles or other state duties in a regulation. It is important to have inspiration in the realization of the goals of the organization or entity, as well as the goals of the human organization, so that subordinates or officials can work more effectively towards the desired goals.[5].

In essence, the incentive is to ask how to improve the morale of officials or subordinates, so that they are able to work hard by offering all their talents and abilities to achieve organizational objectives. Work motivation is also required so that it can have a positive effect on workers or officials by working harder to achieve an organization's objectives [6]. In addition, there is so much that needs to be learned in order to realize the efficiency and effectiveness of the state civil apparatus, including the recognition that they are people who work with total limitations, including resources, thinking and time in the execution of a work, so that with this situation a thorough understanding of the situation is needed, in any role and duty provided proportionately so that what it does is always at a high level of quality, psychological factors are also necessary to be considered in the execution of an agenda setting, so that in many opportunities any assignment and job is always honored [7]. There are many factors that need to be addressed in order to enhance academic and administrative facilities at the State Islamic Institute Campus (IAIN) in Palu City as a public institution, and efforts to sustain the performance of officials within an organisation, one of which is providing motivation. Motivating in a simple language refers to the inner and outer abilities of someone who creates passion (passion) for doing something, Abraham Maslow's motivation theory suggests that an individual acts or works out of the need to fulfill different desires and needs. When the first requirement was met, the second level needs would then be of primary importance[8]. In addition, the third level requires, and so on up to the fifth level. This principle can be said to inspire people by meeting basic needs, namely physical needs, the need to always feel secure to the point of having to manifest yourself. Maslow conveys that definition in his book *Motivation Personality* (1959)[5].

This study aims to decide the State Civil Establishment Government Agencies' motivation as a public institution to enhance academic services and administrative services as the spearhead of an operation on the State Islamic Institute (IAIN) campus in Palu Region

3. METHODS

This type of research is qualitative, while the type of research is descriptive, and the research location is at the State Islamic Institute (IAIN) Campus in Palu. The technique of determining informants was determined purposively, namely: Chancellor, Vice-Chancellor, Dean and Bureau of Personnel, and two (2) candidates. The technique for collecting data was conducted through field observations, in-depth interviews and research-related records. In addition, the data were analysed using the Miles and Huberman Interactive Model [9].

4. RESULTS&DISCUSSION

In this report, the researcher attempted to find out how the motivation given on the campus of the State Islamic Institute (IAIN) in Palu City by leaders in public institutions, using McClelland's motivation theory, put forward a theory of needs, namely: the need for achievement, the need for association and the need for power [10].

a. The Understanding Need

Employees or professional workers (administrative workers) may be said to have strong average skills in terms of technological aspects, human relationships and intellectual relationships, it's just that there are significant barriers to achieving tasks or jobs that are, Given the growing amount of work not equal to the number of current workers, the lack of leadership consideration with regard to illness funds, leave funds, benefits for officers who do not get a psychological contact, judging from the performance achievements are not optimal. Since this is important to promote high morale work by the apparatus.

b. Must be affiliated

In relation to other people it's a need for comfort and encouragement. This need guides actions to create intimate relationships with others. Results of the research show that; the need for association motivates excitement for work that involves certain things; the need for dimension to feel valued, and the need for participation. This can be seen from the well-established teamwork, in which workers share information and support each other, as well as well-established ways of executing the assigned tasks. Research findings show that; the need for connection motivates the excitement of work involving such things; the need for dimension to feel appreciated, and the need for involvement. This can be seen from well-established teamwork, in which workers exchange knowledge and encourage each other, as well as well-established ways of conducting the tasks assigned (ASN), As well as non-state (honorary) educational employees, they may properly perform their duties and functions.

c. The Need for Resources

The desire for power as a guiding force in motivating a person's morale to exercise every capacity to achieve a higher place of power or in an organization. This argument suggests the need for power is the ability to dominate, be dominant and manipulate other people. The need for power lies in plain language. And inspire subordinates to know what they would like to accomplish, This argument suggests the need for power is the ability to dominate, be dominant and manipulate other people. The need for power lies in plain language. And inspire subordinates to know what they would like to accomplish. The research results reveal that regarding the facilities, as well as a good working atmosphere, the opportunity to get a higher position is opened as wide as possible. This is shown by the leadership in motivating subordinates to realize what they want to achieve, giving equal opportunities to their officials to occupy a higher position based on their potential.

The view of the researcher is based on the foregoing that the need for success, the need for membership and the need for control are primarily defined by the organizational leadership's ability to handle the workload of group members with varying tasks. According to Keith Davis's statement (1981), there is a very strong correlation between organizational leadership and the need for accomplishment, association, and the need for control that organisations are essentially dysfunctional, disorganized, and unable to give birth to behaviour, without leadership[11]. Leadership is a human aspect that unites a community and motivates it toward certain goals, both in the short and long term. Certain functions must be performed in order to meet the needs of different fields in any group or organisation. According to the theory, the responsibility for providing the necessary functions rests with leadership, Because sometimes leadership is seen as the power to move and influence people. Leadership as an instrument, means or process for persuading people to volunteer / joyfully do something. Because of risks, incentives, authority and persuasion there are many variables that can drive others.

Why is motivation viewed as very important, because it is vital to have workers or employees with good attitudes to complete tasks correctly and responsibly, this must be achieved by the leadership to encourage the system to function well. Based on the above motivational narrative, the researcher conducted research using David Mc Clelland 's theory, namely the need for achievement, the need for affiliation (need for affiliation), the need for power (need for power), to find out how the work motivated state civil servants at the campus of the State Islamic Institute of Religion in Palu city.

This is to find out how government agencies as public institutions are inspired by the State Civil Bureaucracy (ASN) to develop academic and administrative facilities as the spearhead of the State Islamic Institute of Religion (IAIN), Palu City's campus activities. Government agencies function as public bodies to represent the people and not to support themselves. An organization's success in achieving goals is measured by developing a system with parts that are aligned with the rules and procedures of the work in such a way that the relationships are linked together. This means that activities are clustered and work assigned to each employee in the company, and there are determining relationships among themselves as a whole[12]. The organization therefore offers an overview of trends, schemes, charts showing command/order lines, employee position, and current relationships.

Organization as a position for a group of citizens to collectively co-operate in carrying out their duties. Organizational efficiency can be increased if it is helped by giving the leader rewards as a means of gratitude to his members. Therefore, leadership and motivation cannot be separated, as stated by Adair “Leadership and motivation are like brother and sister. It is difficult to think of a leader who does not motivate others. But leadership embraces more than motivation”[13]. This argument suggests the need for power is the ability to dominate, be dominant and manipulate other people. This is the need for power in a clear language, so in empowering subordinates to understand what they want to accomplish, leadership should plan a variety of items, such as services, encouragement for a good working environment and opportunities for promotion.

Building or working space facilities, computer equipment and cleanliness used in the management of a program or activity in the provision of academic services to students were good before the earthquake in Palu City, but both state officials and honorary staff were concerned after the earthquake, And student services are disturbed by the feeling of discomfort in a cracked building, there is a solution given by leadership, namely temporary housing for student service administration activities, it's just that cleanliness is definitely a separate barrier. [15].

The need for power is one of the important aspects for the the productivity of employees, where giving good influence from leadership will also have a good impact on the performance of employees in their work environment and will also have a good effect on each other between fellow employees [16]. It can be said that, one of the encouragement of people to work in an organization is because there is an opportunity to advance. It is the nature of human beings in general to be better, more advanced than the current position, because they want a progress in life. Opportunities for advancement that are included in the development program can be realized. Job promotion opportunities are defined as a process of moving workers or staff from one role to another higher position that is often accompanied by higher roles, obligations and authority from the previously held position. [17].

The organisation is only a messy, disorganized group of people without leadership, and would not be able to generate purposeful behaviour. Leadership is a human factor which binds a group together and motivates it towards certain objectives, This means that leadership and motivation have a close relationship on both the short and the long term[18].The formulation of the leadership-motivation relationship can be analyzed in the following: a) Simply as a dysfunctional group of individuals, without organizational leadership. Organizational humans are therefore necessary, both in their capacity as individuals and as group members, to be able to lead efforts to achieve their own organizational goals and objectives. A leader's presence can help motivate organizations to work effectively and efficiently. So that it can increase the productivity of the organization. b) Participation-related leadership is a very important part of building true organizational behavior. Leadership is in essence participation. This term is sometimes given a broad meaning that says good leaders are produced from good followers, and good people here are ordinary people with feelings, needs, hopes and other human aspects. Leadership will fail without an understanding of the human aspect to be led.

Many tasks must be done in order to satisfy the needs of different areas in each community or organisation. According to the theory, it is the responsibility of leadership to provide the

necessary functions, because leadership is sometimes seen as a power to mobilize and influence people. Leadership as an instrument, method or mechanism for persuading people to volunteer / joyfully do something. There are several factors that can move others, namely the threats, Respect, Authority and Justification. Often the trend towards success in completing work becomes a source of pride in itself, so that it encourages itself to remain enthusiastic in a job, here success in job achievements has a dual purpose, namely, besides being a demand, Often as a puller because it is placed as a need or a place of self-actualization that is considered to have its own importance in a different way, it loves a job, its roles and obligations include its ability to take risks for anything entrusted to the work.

In addition, there is another incentive that is very powerful in spurring individuals or groups within an organisation, namely financial incentives that are typically paid in the form of wages. This situation illustrates the value of an award and the provision of a reward or wages to a individual or community for their accomplishments and progress in fulfilling the duties and responsibilities assigned to them, and it must be preserved with a view to establishing a better working environment. Many attempts can be made, beginning with the provision of answers to the standard of work by marking a reward, but at a size that is not so big, but very appreciative because with that, the maximum work on a job feels useful and its presence in a work environment.

However, in this report, on the campus of the State Islamic Institute of Religion (IAIN), Palu Region, the researcher concentrated on the state civil apparatus (ASN) administrative education staff (employees). Serving 6085 students, with a total of 58 people. Awards are awards provided by supervisors to subordinates given by the company to workers in both material and non-material ways so that they can work with high satisfaction and accomplishment in achieving the agency 's goals. In other terms, awards or promotions seek to improve efficiency and to keep high-performance workers loyal to the office. Awarding is intended as an encouragement so that employees want to work better and generate motivation so as to encourage better employee performance. One of the other forms of appreciation (recognition) is the expression obtained by subordinates from their superiors, and although it is only in the form of praise and thanks from its superiors, it is also a very meaningful word of appreciation to employees for their successful work.

4. CONCLUSION

The State Civil Servants motivation on the State Islamic Institute (IAIN) campus in Palu City was not optimal. This can be seen from the three dimensions used as the basis for evaluating Mc Clelland's theory's motivation, namely: the need for accomplishment is not optimal because employees ' work volume is not matched with the current workflow. This has an impact on efficiency in performing the tasks of performing the Tridarma Perguruan Tinggi service, but the need for affiliation and the need for power has been adequately met.

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