



Model of Civil Service Career Development at the Ministry of Home Affairs at the West Nusa Tenggara IPDN Campus

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Abstract

Increasing an employee's career will not happen by itself because the success of an employee's career requires planning and development in its implementation. The purpose of this study is to describe the pattern of career development and to analyze the effectiveness of career development as well as to develop an ideal model for the career development of state civil servants (ASN). This descriptive qualitative research uses a case study approach at the Institute of Domestic Education (IPDN) on the West Nusa Tenggara Campus, and data is taken from interviews with echelon 1 to echelon 4 officials as well as expert staff outside the government. The analysis was carried out interpretively on the data that had been categorized according to the themes compiled. Law No. 5 of 2014 concerning State Civil Apparatus stipulates that Government Agencies are required to provide integrated Education and Training for Prospective Civil Servants (CPNS) for one (one) year probationary period. In addition, career development for PNS West Nusa Tenggara Provincial Government is focused on aspects of PNS planning, recruitment, selection, placement, coaching and career systems, performance management systems, education and training systems, competency standards, empowerment, and civil servant codes of ethics.

Keywords: employee career, career development model, civil servants

1. INTRODUCTION

To achieve national goals, the State Civil Apparatus (ASN) is the main element of apparatus human resources (HR) which has a very strategic role in the delivery of public services, governmental tasks and certain development tasks. According to Hasibuan (2009), having reliable and professional hardware resources is very important when performing





very complex administration and development tasks. According to Nawawi (2010), the professionalism of equipment increases along with the level of expertise. To fulfill this task, ASN must have a profession and management based on a merit system. In this system, as stipulated in the State Machinery Act No. 5 of 2014 (ASN Law), the qualifications, qualifications and achievements required for positions are compared with the qualifications, qualifications and achievements of prospective recruitment, employment and placement and promotion to positions in an open, responsible and competitive manner, consistent with good corporate governance.

Civil Servants (ASN) are public services or officials who as consumers have an obligation to provide the best service to the general public. Based on Government Regulation Number 11 of 2017 concerning General Civil Service Administration, it is expressly stated that General Civil Service Administration is a public service provider that produces professional Civil Servants (Kadarisman, 2018). PNS management includes preparation and determination of civil servant needs, acquisition of civil servants, civil servants and positions, career development, career models, promotions, transfers and evaluation of positions.

Career development takes many forms, manifested in various ways, namely transfers, rotations and promotions, as well as through the process of training and education for each position (Hasibuan, 2009). This shows that in the appointment of officials in the current government, the principle of professionalism must be applied based on rank, education and other requirements, which also leads to the application of the concept of competency. The existence of ASN requires special attention in terms of developing their careers. ASN career development in fulfilling bureaucratic duties and responsibilities can be carried out through management education and special training that is oriented towards job competency standards, which of course must be adapted to the challenges of the current reform era and globalization (Kadarisman, 2018). with the needs of its stakeholders. Without concrete efforts to improve it, the quality of the equipment cannot be improved, so the program must be continuously improved and developed, so that ASN is truly qualified to carry out their duties and responsibilities in a professional manner.

The employee career development mechanism is analyzed and the employee career evaluation process is studied to fulfill the structural tasks of the West Nusa Tenggara Campus Internal Management Institute and build an ideal model that can support the vision of the Home Management Institute. In the urgency of this research, several studies are of concern that the quality of ASN is currently still far from expectations, the lack of qualifications and





competency of employees is a factor that hinders the achievement of goals. , apart from that placing workers who do not match their qualifications is also a desperation for civil servants in carrying out their duties.

2. LITERATURE REVIEW

2.1 The Role of Civil Servants (State Civil Apparatus)

ASN Management is an ASN management and administration system, which produces professional ASN employees, has core values and professional ethics, free from political influence, clean from corruption, collusion and nepotism. ASN leadership places more emphasis on blue-collar occupational arrangements, so it is hoped that the country's superior civil engineering resources will always be available according to changing times. The position or position of civil servants in the bureaucratic system has so far been considered incomplete to create a professional bureaucracy (Kadarisman, 2018). Building bureaucratic competence requires clear concepts built into the ASN law.

ASN employees are positioned as state machines that carry out policies dictated by the heads of state institutions and must be free from the influence and interference of all political groups and parties. ASN employees are prohibited from joining political parties as members and/or leaders (Nurmasari, 2015). This is not only to keep the bureaucracy out of the influence of political parties, but also to ensure the integrity, unity and coherence of ASN and to be able to focus all their attention, care and energy on the tasks entrusted to them. Therefore, career development for ASN employees, especially in the regions, is carried out by authorized officials, namely the highest career officials.

Moekijat (2005); and Nugrahani's research (2018); and Damarasri, & Ahman (2020), explained that to complete this task, ASN employees: 1) implement public policies; ASN operates, manages and participates in the implementation policies set by the HR Manager in accordance with legal requirements. Therefore, in carrying out these duties and responsibilities, ASN must prioritize the public interest and the wider community. Services for the public interest should be prioritized; 2) officials. The duties, obligations and roles of ASN in providing professional and quality public services. Public services are activities related to fulfilling the service needs of every citizen and resident, according to laws and regulations relating to goods, services, and/or administration of services provided by public service providers with the aim of satisfying customers. Therefore, ASN must be professional in providing services to the community; 3) Bonding and unifying the nation. ASN plays a role, fulfills its duties and plays a role in strengthening the unity and integrity of the Unitary State





of the Republic of Indonesia. ASN always upholds Pancasila, the 1945 Constitution, the state and government (Sulistiyono & Supriyanto, 2017). ASN always defends the dignity of ASN and always prioritizes the interests of the state above their own, individual and group interests. The ASN Law states that in the policy of managing and administering ASN, one of them is the principle of unity (Nugrahani, 2018). ASN must always prioritize and prioritize the unity and integrity of the nation (mainly the interests of the people and the state).

2.2 Career Development Models

The ASN Career Development Plan is a management process that describes the development of ASN positions or positions towards improvement and progress while serving in government agencies, from the beginning to the end of his career as a CASN, as outlined in the ASN Career Model. Meanwhile, the Preparation of ASN Career Development Plans (SUNRENBANGRIR) is a complete compilation of data on successors to government organizations that are assessed based on competence, performance, competence, integrity and morality (Damarasri, & Ahman, 2020). Sunrenbangriri's goal is to balance the potential of ASN with the implementation of government duties so that every ASN has equal opportunities for career development (Berthanila, 2019).

Benefits of creating a career development plan ensure the alignment of the potential of ASN with the needs of carrying out government tasks; Improving the skills and capabilities of ASN effectively, efficiently and resiliently; ASN talents are honed and developed according to their abilities and career potential within the organization; ensure certainty and clarity of career development; open career opportunities for ASN candidates who can prepare for careers in the international and national world; as well as encouraging ASN work enthusiasm to grow and advance in their careers (Berthanila, 2019; Kadarisman, 2018).

Concept in Law Number 5 of 2014 concerning State Civil Machinery. Based on the type, ASN employees consist of: 1) Civil Servants (PNS); Officials are Indonesian citizens who meet certain requirements and are permanently appointed by the official supervisor as ASN employees in government positions with a national employee registration number. 2) Civil servants working contracts (PPPK). PPPK is an Indonesian citizen who meets certain qualifications and is employed by the Human Resources Development Manager based on a work contract according to agency needs for a certain period of time to carry out government tasks. The presence of PPPK in the administration of ASN emphasizes that not all civil servants must have the status of civil servants, but can have the status of contract employees





for a certain period of time. This aims to create a new work culture that promotes an atmosphere of competence in a performance-oriented bureaucracy.

2.3 Civil Servant HR Management

Human resource management must always be linked to organizational goals and objectives (strategic direction), in this context, human resource management operations must support the main tasks of the organization. The objective of HR/ASN management is to motivate employees in carrying out their duties and also to increase productivity so that they can contribute to achieving organizational goals and objectives (Kadarisman, 2018). Organizations need employees who are honest, competent, and committed.

Management of the State Civil Apparatus is one of the government's development focuses in 2020. Through the Ministry of National Development Planning/Bappenas, a Technocratic Draft National Medium-Term Development Plan (RTRPJMN) 2020-2024 which is the 4th phase of the National Medium-Term Development Plan (RPJMN) National Long Term Development Plan (RPJPN) 2005 -2025. The 2020-2024 National Medium-Term Development Plan is directed at better human resource development, through the public sector and empowerment from the non-public sector to achieve globally competitive HR. Furthermore, the government has also prepared a Priority Sector Development agenda (Nurnadhifa, & Syahrina, 2021). Particularly in the personnel sector, the Ministry of National Development Planning/Bappenas has prepared three development priorities, namely (1) increasing performance accountability, oversight and bureaucratic reform; (2) increasing innovation and quality of public services; and (3) strengthening the implementation of merit-based ASN management. The development of ASN management to create a world-class bureaucracy that is professional, with integrity and neutral has actually started since the merit system policy in ASN management was implemented. Law Number 5 of 2014 Concerning State Civil Apparatus (ASN) is the legal basis which explicitly mandates that government agencies must implement a merit system in ASN management (Chairiah, Nugroho, & Suhariyanto, 2020). The merit system is defined as ASN policies and management based on qualifications, competence and performance, which are applied fairly and fairly without discrimination (Nurnadhifa & Syahrina, 2021). This definition is stated in Law no. 5 of 2014 concerning the State Civil Apparatus (ASN) where in the merit system the most priority is qualification which includes the selection and recruitment of employees, competence and placement of the ASN itself (Rakhmawanto, 2020).





Based on Article 70 of the ASN Law, it is stipulated that every ASN employee has the right and opportunity to develop their skills. According to Article 92 of the ASN Law, the state also has an obligation to protect: 1) health insurance; 2) work accident insurance; 3) death guarantee; and 4) legal assistance. The concept of the Merit System is an integral part of ASN management. The performance system is essentially a human resource management concept that describes the application of objectivity in all ASN management processes, namely considering individual skills and achievements in job performance (competence and performance). Human resource management decision-making is based on people's skills and competencies at work or their job performance and not on subjective aspects such as political orientation, ethnicity or gender. Objectivity is implemented in all stages of human resource management (recruitment, appointment, placement and promotion). This system is usually accompanied by a system of corruption, in which the implementation of human resource management prioritizes subjective aspects.

3. RESEARCH METHODS

This descriptive qualitative research was carried out using a case study approach at the Institute of Domestic Administration, West Nusa Tenggara Campus, by taking non-probability respondents, namely by using purposive sampling technique. Sampling or respondents are civil servants in the West Nusa Tenggara IPDN environment. Respondents are credible sources of information, namely the Head of the Personnel Section and the Head of Structural Positions within the West Nusa Tenggara IPDN; Structural officials consist of 1 echelon I employee and 2 echelon II level employees and 3 echelon IV employees; and experts from outside IPDN in West Nusa Tenggara Province.

Research data was collected through interviews and documents, and researchers were instruments of the research process directly (direct contact). Data analysis was carried out using the Triangulation method, namely examining data with relevant theoretical gaps, FGD (Focus Group Discussion), and data verification with IPDN alumni, as well as critical reviews of various related articles on various topics regarding careers in the Ministry of Home Affairs.

4. RESEARCH RESULTS AND DISCUSSION

4.1 Career Development Mechanisms

The ASN Law clearly pays attention to the principle of action in the implementation of ASN management. ASN is the driving force of government, the main pillar in its activities



as officials who interact directly or indirectly with the community. Therefore, ASN performance is the most important indicator that determines the quality of ASN itself. To obtain high-performing ASNs, provision is needed that can motivate ASNs to be responsible for their duties and are willing to do it wholeheartedly (Kadarisman, 2018). The advantage of this system is one of the strategies to encourage increased labor productivity, because ASN's objectivity in their careers is guaranteed. Management creates conditions where various policies and leadership of personnel are carried out in a fair and appropriate manner based on competence, competence and efficiency, regardless of political background, race, color, religion, origin, gender, marital status, age. or illness. Injury. The Finnish Ministry of Railways career development model is described as follows.

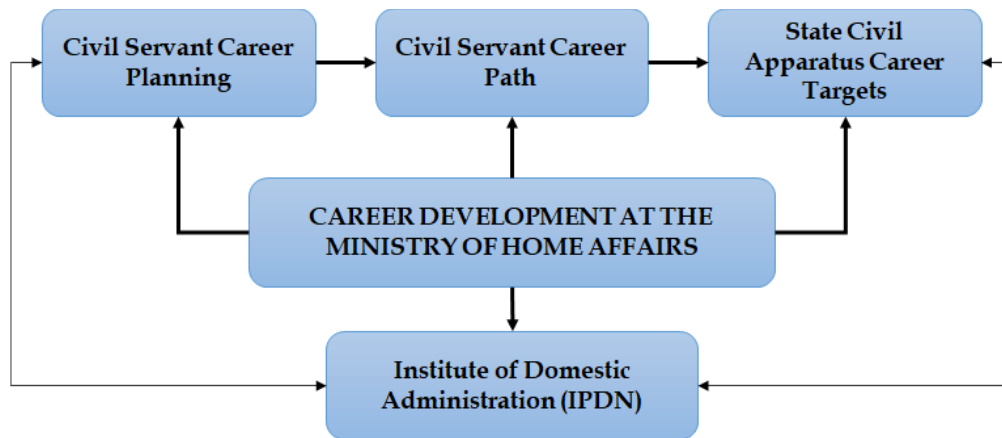


Figure 1. Pattern of Career Development in Adaptation in IPDN

Improving the quality of ASN supports efforts to improve the quality of public services which are the responsibility of the public sector. The first step in increasing the effectiveness of officers must start with increasing the effectiveness of each ASN. Good ASN governance is the key to starting changes in a better direction and is expected to create good governance as well. Through the merit system, ASNs receive rewards and punishments based on their work productivity and are expected to be able to fulfill aspects of equality between ASNs.

In system performance, various human resource management decisions are based on qualifications, skills and performance. When recruiting, qualifications and qualifications as ASN employees are taken into account. Research reported by Putranti and Harianti (2022), that the application of the CAT (Computer Assisted Testing) system, in employee career



development, namely through an assessment model or assessment is classified as quite effective, applicants/applicants answer questions (or do exercises) with computers (which are part of a computer program), able to guarantee transparency, efficiency, and work efficiency of employees by not allowing processing at all. Based on the existence of a program on the computer until it is displayed, while distractions and personal preferences can be reduced or even eliminated by this system so that we have competent officers.

In the merit system, especially in the province of West Nusa Tenggara, salary calculations, promotions, transfers, skills development and other decisions are also based entirely on performance appraisal, skills testing and competency aspects rather than closeness and affection. Performance appraisal has now become a critical issue in Indonesia when it is associated with giving performance bonuses (other terms are used at the city level, for example the term regional balance). Applying the pay-as-you-go concept is still laborious and requires a lot of commitment from evaluators and assessors. Another aspect of human resource management, namely promotion, is also a major concern in the implementation of ASN management reforms in West Nusa Tenggara Province. Open recruitment, talent management, fair evaluation are different strategies which should be encouraged as opposed to the performance perception of these systems. The image of promotion in the Indonesian public sector continues to be damaged by corrupt practices such as the selection of civil servants based on political affiliation, limited access to promotional information and unclear indicators of how promotion is carried out (Putro and Sahban, 2019). The existence of the ASN Law is an important milestone and it is hoped that the benefits of this system can be applied in the Personnel Administration of West Nusa Tenggara Province to create professional and quality apparatus (Sari, 2018).



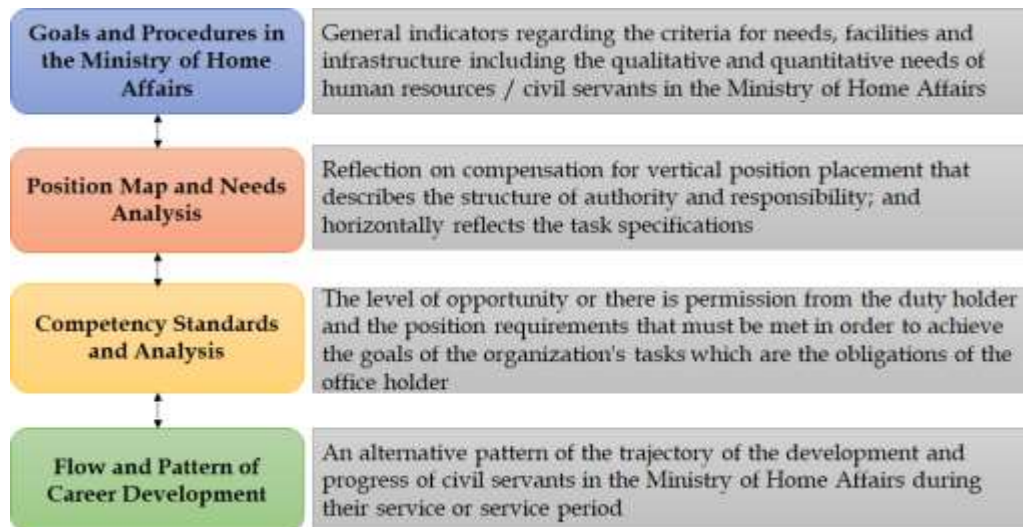


Figure 2. Components of Career Development in the Ministry of Home Affairs

Researchers found guarantees for the implementation of this performance system at all stages of ASN management. Article 1 of the General Regulation covers the scope of the acceptance system for ASN management, that "The Merit System is the policy and administration of ASN based on expertise, competence, and performance in a fair and reasonable manner without discrimination based on political background, race, skin color, religion, national origin , gender, marital status, age, or disability." inclusion. This performance system shows the government's seriousness in implementing objectivity in ASN management and also the commitment of all government agencies to implement a performance system in ASN management. The principles of fairness and equality contained in the article above must be applied to ensure a clear ASN career and also to increase accountability for board effectiveness. Because ASN in Indonesia consists of two components, namely PNS and PPPK, the performance principles are also applied to these two types of components. According to Section 56, each authority must base its work analysis and workload analysis on the creation and determination of staffing requirements.

Kadarisman (2017), explain to article means: a) Personnel requirement planning must fully support the goals and objectives of the organization. The number of personnel and qualifications required are used entirely for the need to achieve the goals and objectives of the organization. b) The procurement process is carried out to bring employees to meet the needs of the organization with quality and honesty. Employees selected as ASN have the



knowledge, skills and behavior required for their duties/organizations. c) Employees are deployed according to their plans (to meet the needs of the organization) and not based on individual/group preferences or other subjective considerations. Getting the right people requires a system that is open and fair to everyone. When you apply it, several conditions are required for the formation of employees: a) Filling out the form until the appointment of employees is carried out after an open and fair evaluation. Section 62 of the ASN Law provides guidance for this assessment. b) To ensure fairness and transparency, everyone without exception must be informed about the composition of the workforce. Articles 60 and 61, these regulations and orders guarantee that every government agency publicly announces the need for jobs, and also guarantees that all citizens have the same opportunity to become ASN employees.

The performance system must be applied to each ASN management component or function. All ASN management functions and components according to Article 55 (regulates PNS management) and 93 (regulates PPPK management) of the ASN Law are required to implement this performance system. In ASN management, organizational responsibility lies in maximizing staff efficiency in the organization and also fulfilling staff satisfaction through various things such as compensation, development opportunities, career guarantees and also happiness.

4.2 Career Assessment Administration System at IPDN

On the other hand, employee monitoring is completely based on ensuring that employees are used effectively and efficiently to meet the needs of the organization (employees contribute to the efficiency and productivity of the organization). On the other hand, employees' existence and careers are guaranteed because of their contributions. Guarantee of system performance in monitoring and evaluation can be carried out (in Sari, 2018; Mengkuningtyas, 2021): a) ASN rankings and positions are determined based on qualifications, qualifications and position requirements. ASN career development is based on qualifications, skills and performance evaluations that reflect the needs of each agency. c) recruitment of employees by taking into account the competence, qualifications and needs of the agency; d) Performance appraisal is based on actual employee performance. The performance appraisal system used must be able to distinguish between employees who excel and those who don't. Performance appraisals provide opportunities for underperforming employees to grow as well as recognize high performers (such as organizational recognition for high performers/compensation); e) Promotion of employees





is based on employee performance and not on subjective factors. The merit system is the main principle of the ASN law, in fact this law also provides institutional rules that guarantee the existence of a merit system in the administration of ASN. These institutions are: 1) The State Civil Apparatus Commission (KASN) which has the authority to monitor and evaluate the implementation of ASN practices and management to ensure the implementation or implementation of this merit system in government agencies (Kalesaran, 2021). 2) The ministry administering state government affairs in the field of civil service of the state apparatus (which is currently called the Ministry of State Apparatus Empowerment and Bureaucratic Forms (KemenPAN and RB), whose task is to provide advice to the President regarding the pursuit of plenipotentiaries and staff development officials for irregularities of the ASN performance management system (Mengkuningtyas, 2021).

Increasing the competence of ASN requires a joint commitment from organizational units to support the success of knowledge deepening through digital innovation (blended learning) which is also important to implement, both within the central and regional government. implementing a long-term strategy regarding dynamic governance, namely the ability of the bureaucracy to be more adaptive and progressive needs to be improved in three ways, namely thinking ahead, thinking again, and thinking across to build a merit system in good governance.

According to Samsudin (Kadarisman, 2017), he said that career development is a condition that shows the progress of one's position in an organization in accordance with the career given in that organization. Based on the description, it is stated that the promotion of a person's position in the organization in accordance with the career path specified in the organization must be carried out fairly in the sense that the career has a clear career model and can be used as a guideline used by employees is the opportunity offered for a career indiscriminately (Nurnadhifa, & Syahrina, 2021). This can happen if career development is truly organized according to logical, rational criteria and far from subjective interpretation.



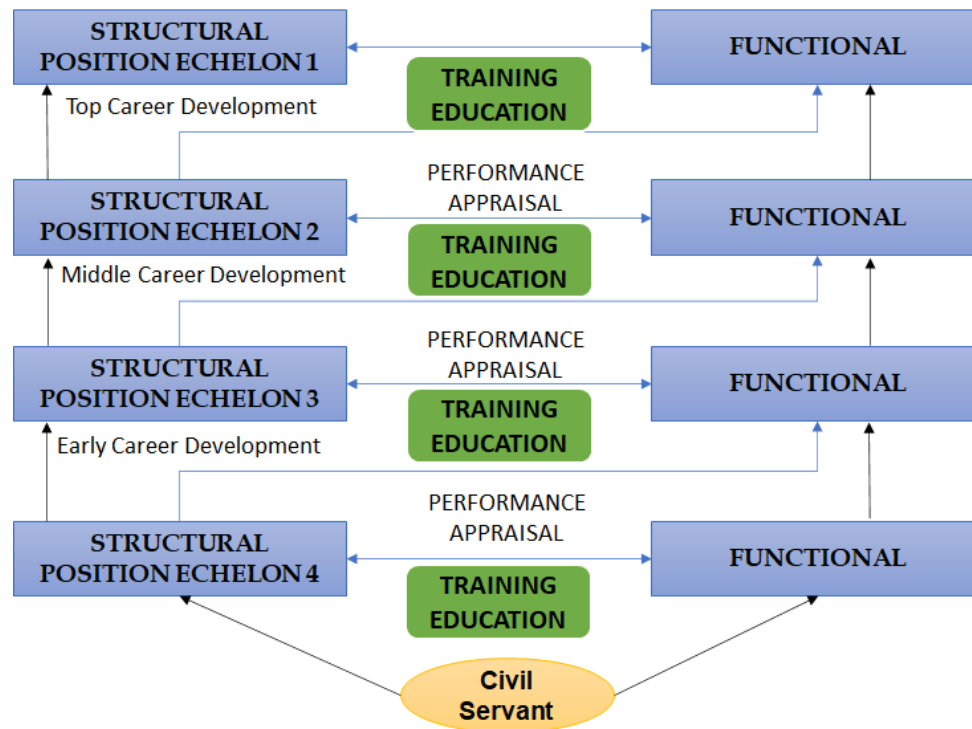


Figure 3. Career Development System in the Ministry of Home Affairs

Competence is the ability and characteristics of an employee, namely having the knowledge, skills and behavior needed to carry out the work so that employees can carry out their work professionally, efficiently and effectively. ASN competency-based development can produce results that are in accordance with the aims and objectives of the NTB Provincial Government organization with predetermined performance standards. Every ASN has the right and opportunity to develop further, for example through training, seminars, courses, etc. (Berthani, 2019). Content development can also be carried out through the work practices of other agencies, both at the central and regional levels, within a certain period of time. The performance appraisal dimension refers to evaluating employee performance on a regular basis. Performance appraisal here is an attempt to assess current and past employee performance in relation to work standards (Sari, 2018). In this regard, the Ministry of Home Affairs has made serious efforts to comply with the ASN law that employee performance appraisal should be carried out based on performance planning, which was adapted at IPDN on the West Nusa Tenggara Campus.



At the individual level and at the unit or organizational level, taking into account the goals, slogans, results and benefits achieved, as well as employee behavior, in an objective, measurable, responsible, inclusive and transparent manner. Therefore, the management of the IPDN Campus in West Nusa Tenggara requires educational staff in career development, for example: the availability of a staffing database that is up to date and easily accessible with staffing information (Personnel Management Information System), and self-identity as well as competencies and qualifications etc. What is needed is an employee career model, namely the ASN Education and Training Model which describes career development that shows the linkage and harmony between position, status, education, qualifications and length of service of employees from initial appointment to retirement (Kadarisman, 2018). In this case, it is necessary to regulate the division of tasks related to the open career model, namely in the placement of employees who change positions according to their position. Then, when implementing a central assessment that describes the positions needed by the organization, the right people for the right positions, and identifying the potential and actual skills of each existing employee, an efficient, effective and reliable method is required.

4.3 Career Development Model at the IPDN Campus

ASN management or management is basically the practice and practice of managing human aspects or human resources in an organization including in this case acquisition, placement, transfer, promotion, development, evaluation and evaluation. UU no. 5 concerning ASN explains the management of this workforce in both PNS and PPPK, as stated in the Benefits of the System in West Nusa Tenggara Province. ASN management, consisting of PNS management and PPPK management, management of senior management positions, organization and information systems. PNS Management Includes preparation and needs assessment, acquisition, position and status, career development, career patterns, promotions, transfers, performance reviews, payroll and benefits, awards, disciplinary action, resignation, retirement and old age benefits as well as protection. The state is responsible for administering civil servants to the central government according to statutory provisions (Nurnadhifa & Syahrina, 2021). The Provincial Government of West Nusa Tenggara is responsible for the management of regional service employees in accordance with the law.

The principle of establishing a civil servant career model is based on Public Service Agency Regulation No. 35 of 2011, which includes: 1) Career certainty or model must describe the certainty of career direction that can be followed by every civil servant in West





Nusa Tenggara Province who has fulfilled the requirements specified in the laws and regulations; 2) Professionalism, especially the career model, must be able to encourage increased competence and performance of apparatus in West Nusa Tenggara Province; 3) must be transparent, e.g. the career model should be known to every civil servant and offer equal opportunities to civil servants who meet legal and regulatory requirements; 4) Fairness, namely that the career model regulations apply equally to all civil servants and are not discriminatory.

An overview of employee career development within the Regional Staff Council of West Nusa Tenggara Province as measured by metrics in the form of fair treatment at work Fair treatment can only be achieved if promotion criteria are based on objective, reasonable and known aspects among employees. Brokers must be objective about promotions, brokers must be neutral towards all employees, brokers or supervisors do not prioritize anything. When it comes to promotions, managers need to know which potential employees are more deserving of a promotion.

Based on the observations obtained and the results of the interviews, it can be concluded that fair treatment from management in a career towards employees is very important because it can affect the performance of the employees themselves. In the Office of the West Nusa Tenggara Provincial Office, managers treat workers without special privileges, but this fair treatment is not maximized because there are still many workers who have not been promoted, even though these workers have received training, and there are also workers. who do it without following any training. This is because some employees did not attend this training due to budgetary issues. In addition, transparency must be exercised within the authorities in all actions taken, including promotion or gift giving. Transparency and openness can influence ASN collaboration in a better direction.





Figure 4. Career Development Model

The system highlights the direct manager's concern from employees who usually want their direct manager to participate in career planning. One of the concerns is providing feedback to employees on the performance of their duties, so that they know what potential needs to be developed and what weaknesses need to be addressed. The characteristics of ASN who recognize their potential can be measured or seen from attitudes and daily behavior in work life, namely: 1) like to learn and want to see their own shortcomings; 2) you have a flexible attitude; 3) dare to sweep changes for improvement; 4) do not want to blame other people or circumstances; 5) You have a sincere attitude, not a smart one; 6) you have responsibilities; 7) accept criticism and suggestions from outside; 7) optimistic and not easily discouraged.

In addition, ASN succession planning must consider and take into account environmental changes, link succession to strategy, view succession as a continuous process, see the leadership role as part of a team rather than an individual, and not only emphasize skills and networks. skills and experience network. Planning that implements ASN succession involves a comprehensive and standardized performance evaluation method and the collection of ASN employee performance data from different perspectives to complement supervisor evaluations which tend to be subjective with unbiased independent evaluation data on succession criteria. Fundamentally, the implementation of succession planning in government must shift from the narrow goal of developing individual leaders to developing leadership roles and leadership teams that guide organizations through change.



Before an ASN carries out self-development to utilize and adjust all of his skills to achieve superior performance, there are several ways to accurately identify, evaluate or measure his strengths and weaknesses through introspection (individual measurement). In this way, ASNs take the time to evaluate what they have done, what they have achieved, and what strengths they have that can support them and what weaknesses do they have that prevent high achievements. ASN career development is the responsibility of an organization that trains its employees with certain qualifications and experience, so that at the time needed the organization already has enough employees with certain qualifications. It is also the duty of employees to work as well as possible, continuously improve knowledge and skills, abilities and attitudes by participating in various training courses, national and international seminars, formal training, etc., if necessary, to increase knowledge and develop their professionalism (Kadarisman, 2018). Expect and be willing to participate objectively and transparently in various career opportunities by promotion, assignment or other form of transfer offered by the organization based on merit (Chairiah, Nugroho, & Suhariyanto, 2020). ASN career development usually takes the form of vertical career development from a certain position level to the next, higher level (Nurnadhifa, & Syahrina, 2021; Kalesaran, 2021).

The scheme also provides an overview of leadership roles at the echelon level, as follows

- a. Managers are directly involved in motivating their employees. Based on observations and the results of various interviews, it can be concluded that the direct involvement of management in motivating employees is quite satisfying, because when employees feel less enthusiastic at work, management directly motivates employees to work. ensuring that Employees' enthusiasm for work grows again and their tasks are completed quickly and correctly. Managers also offer moral motivation to their employees. The motivation that management provides to employees influences the outcome (Kalesaran, 2021). Concern managers encourage employees to know the potential of their employees. As a manager or manager you must always motivate or foster the potential of your employees, therefore you as a manager must know the potential of your employees so that employees feel comfortable, cared for or cared for by their manager. and employees enjoy their work.
- b. Information about various promotional opportunities. ASN/PNS generally expect access to information on various modes of transportation. This approach is especially important when vacancies are filled through competitive internal selection processes. Based on the





- findings and conclusions from some of the interview results above, namely promotional information, employees do not know about promotions (Nurnadhifa, & Syahrina, 2021).
- c. To encourage employee interest, it means that the right approach is used to encourage employee interest in career development, namely a flexible and proactive approach. In other words, an interest in professional development is highly personal. An employee, especially ASN/PNS, considers various factors such as age, gender, current type of job, completed education, number of dependents and many other variables. These different factors can determine how interested an employee is in developing his career.
 - d. Mentors and Sponsors A mentor is a person who provides informal career advice. The staff or mentors of West Nusa Tenggara Province believe that the relationship between ASN/PNS and Honor Personnel (P3K) is established and is beneficial for career development. When a mentor can nominate employees for career development activities such as various training programs, transfers or promotions, employees feel they have a chance to advance. Sponsors are individuals within an organization who can create career development opportunities for ASN/PNS and temporary workers due to the general tendency of employee sponsors to become their line managers.

Civil servant career development is based on qualifications, skills, performance evaluation and agency needs. Civil servant career development is carried out by paying attention to honesty and morality. Qualifications include: a) professional competence, measured according to level of education and specialization, technical professional training, and technical professional experience; b) administrative capacity as measured by educational level, structural or administrative training and administrative experience; and c) socio-cultural competence, which is measured from work experience in relation to a pluralistic society both in terms of religion, ethnicity and culture, so that it has a national perspective. Honesty is measured by honesty, compliance with laws and regulations, ability to cooperate and service to society, nation and state. Morality is measured by the application and practice of religious, cultural and socio-ethical values (Chairiah, Nugroho, & Suhariyanto, 2020). Every ASN employee has the right and opportunity to develop further. Competency development includes education, seminars, courses and training. Competency development must be assessed by authorized officials and used as a basis for appointment and career development (Kalesaran, 2021). With regard to skills development, each NTB District Government is required to prepare a Skills Development Plan which will be included in the NTB District Revenue and Expenditure Budget Work Plan (RKAP).





Choosing the direction of development is a good opportunity for the employees themselves, wherever and whenever. Choosing the direction or path of career development includes: a) enrichment, namely development and improvement by receiving assignments or special assignments, this is a general form of special career development, this is a general form of career development; b) In addition, progress to other jobs that may be better suited to their abilities and offer a wider range of new experiences and increase self-confidence and satisfaction (Rakhmawanto, 2020); c) vertically, i.e. rising to a position of responsibility and greater authority compared to the new special skills or special skills; d) relocation, namely physical relocation to another organizational unit or location that may offer growth opportunities to increase the employee's desire and ability to remain in the same location; e) research, namely research in a broader direction regarding career choices within organizational units to seek and collect information to answer questions and make decisions about possible career choices; f) Implementation, namely downward movement, which can reflect changes or changes in employee work priorities to reduce risk, responsibility and stress, to change employee positions in a more appropriate direction and new opportunities or opportunities.

This explains that the process and career development developed through the channels mentioned above are a guide to the strengths and interests between the company and employees, which are based on partnership values and can encourage the development of personnel competencies. This means that ASN career development in the NTB Province is not only structural in nature, but also develops competencies in a functional direction, so that functional positions act as equal partners in structural positions.

5. CONCLUSION

State civil apparatus career (ASN) development in West Nusa Tenggara Province so far has been carried out, it is necessary to experience sufficient improvement through the implementation of the West Nusa Tenggara Province Government Apparatus Development Plan prepared by this study. programmatically with a clear model. Factors that impede the career development process are: a) The current number of civil servants is still far from expectations, the lack of skills and competency of employees is an obstacle to achieving the goals of state administration; b) The availability of budgetary sources for the implementation of PNS careers causes many training programs that must be implemented to develop the quality and competence of government employees to be delayed due to the budgetary resources available to them.





Efforts to overcome factors that become obstacles in the career development process include: a) Work performance, namely performance evaluation, is a very strategic subsystem in the Personnel Management System of West Nusa Tenggara Province. Objective performance appraisal offers many advantages in an effort to improve the performance of all employees. b) Performance management begins with performance planning. This benefit program is agreed at the beginning of the year between employees and their line managers in the form of a performance agreement or other agreement. This performance agreement contains an agreement between the parties regarding the performance goals achieved by their subordinates; c) publicly known actions (employees' efforts to develop their individual careers). The concept of fostering civil servants in West Nusa Tenggara Province to develop individual careers for each employee can be implemented by the center by adapting the Ministry of Home Affairs' career model approach. Dismissal requests (promotions and transfers) have been made, which were made in connection with career development, employee skills improvement and organizational needs; d) organizational loyalty (employee loyalty in career development to encourage organizational progress). To achieve the goals that can be achieved by the organization, ASN is required to be qualified and competent in carrying out their duties, therefore each individual ASN must be considered in improving the quality and competence of each. who leads the ASN in the province of Nusa Tenggara, is aware of the various changes in the fast-changing organizational strategic environment, especially by learning from similar organizations through benchmarking, and is able to adapt.

ASN career development within the Ministry of Home Affairs is ideally based on qualification measures, qualification measures, performance appraisal measures and measures of work unit requests at the IPDN West Nusa Tenggara campus for now and in the future. . development (ASN career development) is an integral part of ASN management, which is carried out in a planned and sustainable, fair and transparent manner and is integrated with other HR functions. The competency dimension here refers to the requirements that must be met by the assigned position to support the fulfillment of duties professionally in their position, especially in efforts to apply the theoretical framework, analysis and task methodology to carry out tasks in the office. The competency dimension, on the other hand, refers to ability. A competent employee is someone who has the ability, knowledge and experience to perform a job or task effectively and efficiently.





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