



TECHNIUM
SOCIAL SCIENCES JOURNAL

www.techniumscience.com



Vol. 70/2025
A New Decade for Social Changes

PLUS
COMMUNICATION P



International
Communication & PR

Analysis of Career Development of Civil Servants in the Regional Secretariat of Bintuni Bay Regency

Penus Iba¹, Wilson Bogar², Sisca B. Kairupan³

Public Administration Magister Program, Universitas Negeri Manado, Indonesia

Email: ibapenus@gmail.com¹, wilsonbogar@unima.ac.id²,
siscakairupan@unima.ac.id³

Abstract. The purpose of this study was to determine and analyze how the career development of civil servants (PNS) and the factors that influence the career development of civil servants applied in the regional secretariat of the Bintuni Bay Regency. This research uses descriptive qualitative methods. The results showed that career development for the State Civil Apparatus (ASN) within the scope of the regional government of Bintuni Bay Regency has been running well in accordance with applicable rules and regulations by fulfilling the criteria and requirements in career development. Factors that influence the career development of ASN within the scope of the Bintuni Bay Regency local government are that the education and training dimension for ASN has been carried out well, although budget issues are a burden in maximizing education and training, the promotion dimension has been carried out well by staffing parties in accordance with the prerequisites of education, rank and class, work performance, responsibility, integrity and applicable provisions by adhering to the principles of transparency, accountability and accessible to all parties in the promotion process. While the mutation dimension, in accordance with the expertise and skills possessed by the ASN concerned, aims for promotion to a higher position level, in accordance with the prerequisites and applicable provisions.

Keywords. Human Resource Management, Career Development, Civil Servants, Education and Training

A. Introduction

An organization is an organism as an institution or organization. Every organization must continue to grow both quantitatively and qualitatively. The growth of the organization is not only in maintaining its existence but also in developing itself properly in the context of achieving its goals (Dilapanga, 2020) [1].

Thus the office is a place where registration (recording) computing (knowledge), communication and information activities are held. These activities are intended to provide complete and accurate information and information, providing optimal service to information users. All activities lead to the achievement of goals which of course will not be separated from the support of office personnel (Darmansah, 2019) [2].

Employees are the central factor that drives the dynamics of the organization. The facilities and infrastructure owned by the organization are dynamic, if managed properly by employees who have high work quality. In concrete terms, individual employees who excel

bring benefits and progress to the organization, while employees who do not excel are detrimental to the organization. Therefore, every organization must realize that its existence in the future is highly dependent on employee performance. Without the support of employees who have high work quality, the organization will experience setbacks. To achieve organizational goals, one of the most important factors is employee performance because it can maintain the continuity of organizational goals (Siagian, 2017) [3].

One of the efforts expected to improve employee performance is through employee development programs. Employee development is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees according to job / position needs through education and training, promotion and transfer of employees (Sendouw et al., 2023) [4].

This effort basically aims to improve and increase the effectiveness of the implementation of work by employees so that they are able to make the best contribution in realizing organizational goals. This level of effectiveness is determined by employee abilities which include aspects of knowledge, skills, attitudes, teamwork, problem solving abilities and various other managerial abilities. From the description above, it is concluded that in theory employee development will have a positive effect on improving employee performance (Hasibuan, 2011) [5].

Based on the results of observations, information was obtained that the Regional Staffing Agency of Bintuni Bay Regency, which is a regional apparatus, has the task of assisting the supervising official in the context of the smooth implementation of the management of civil servants / regions of Bintuni Bay Regency. In the context of fostering employees, the Regional Staffing Agency of Bintuni Bay Regency provides flexibility for employees to develop their potential through employee development programs to achieve program goals or organizational goals.

Globally, the problem of civil servants in the government bureaucracy is related to human resources. The human resources in question are civil servants who are placed and work within the bureaucracy, to carry out their main duties and functions as determined. The problem that occurs in the Regional Secretariat of Bintuni Bay Regency is that employees have not fully realized the purpose of employee development. This can be seen from the fact that there are still employees who have low quality education and do not match the type of work with the expertise possessed by employees as well as the misplacement and distribution of employees in each work unit that is not balanced and there are employees who do not participate in employee development programs, namely through education and training that has been provided by the office. This can lead to a decrease in the number of employees who excel.

Employee development carried out in the Regional Secretariat of Bintuni Bay Regency is by providing opportunities for employees to participate in employee development by sending to other agencies and bringing in instructors and other government agencies. Employee development results in changes in the habits and ways of working of employees, attitudes, gaining knowledge and skills. binding work performance means that the quality of employee work has improved with the ability of binding employees to solve problems.

Employee development is an important effort in an organization because it is with the development of employees that the organization can progress and develop. The purpose of employee development is to improve employee performance. With the development of employees, it is hoped that employees can improve the attitude of employees themselves towards their duties. In terms of costs, employee development does require considerable costs but these costs are long-term investments for organizations in the personnel sector. Employee

development puts emphasis on improving their tasks effectively and efficiently (Putri, 2022) [6].

The success or failure of a business field is inseparable from the role of employees or employees appointed to carry out the work itself. If the employee or employee has sufficient skills and expertise, the level of success will be higher, if the employee is in accordance with his career. in order to obtain human resources or employees who have the potential and expertise, the managers or leaders of the organization are (Hutagulung, 2022) [7].

Likewise, the Regional Secretariat of Bintuni Bay Regency as a government agency that processes employee data must have good enough expertise in fulfilling its obligations, so it is very necessary to improve skills and expertise for employees to carry out their duties properly. To be able to serve and meet the needs of these employees, employees or officers who really master their fields and are responsible are needed. Managers and leaders can improve the quality of their employees by conducting employee development programs by increasing their knowledge and skills, either by conducting education and training.

In the Regional Secretariat of Bintuni Bay Regency, with the development of the types of administrative services that will be provided to employees, professional employees are also needed to be able to occupy a reliable position, so employees will need great skills and responsibilities.

Law No.8 of 1974 which was amended by Law No.43 of 1999 concerning employment starting from the first CPNS to being appointed as civil servants has been fostered, from recruitment looking for the best people, the age is set at a minimum of 18 years and a maximum of 35 years. after being appointed as a civil servant is given a position and salary. Law No. 65 of 2005 concerning Guidelines for the Preparation and Implementation of Minimum Service Standards.

The government enacted Law No. 32 of 2004 concerning regional autonomy as a replacement for Law No. 22 of 1999. Changes to the law have implications for civil servant management in Indonesia, especially in terms of regional employment, especially in articles 129 to 135 of Law No. 32 of 2004.

In general, the guidance of Regional Civil Servant management includes formation placement, procurement, appointment, transfer, dismissal, retirement determination, salary allowance, welfare, rights and obligations of legal position, competency development, and control of the number of employees carried out by the central government (Keban, 2004) [8].

The purpose of regulating education and regulating the implementation of job training for civil servants is to ensure that there is harmony in the development of civil servants. Regulating education and regulating the implementation of job training includes planning activities, including budget planning, determining standards, providing accreditation, assessment, and supervision.

For civil servants, it is mandatory to attend leadership training to increase the need for employee expertise and self-development to improve employee careers, so the office leadership has carried out an Education and Training program. Permendagri Number 31 of 2007 concerning Leadership Training is carried out to achieve the leadership competency requirements of government apparatus in accordance with the level of structural positions (Oktarina & Mustam, 2018) [9].

Based on preliminary observations made by the author, that civil servants who have not participated in leadership training are due to the absence of a budget, it has been suggested but has not been realized. The purpose of the study was to determine the factors that influence

the career development of civil servants implemented in the regional secretariat of the Bintuni Bay Regency.

B. Method

This study uses a qualitative research approach, which is usually used by some researchers in the field of social science as a scientific method. There are various reasons stating that qualitative research can significantly support the results or findings of quantitative research. The qualitative research approach prioritizes the process of in-depth communication interaction between the researcher and the topic under study to understand a phenomenon in a natural social context (Moleong, 2013) [10].

This research uses a qualitative approach because it focuses more on the process of describing and disclosing the meaning behind the phenomenon during the research, with the aim that the problem under study becomes more comprehensive, in-depth, natural (as it is) without interference from researchers to the facts found (Sugiyono, 2017) [11].

The main focus of this study is the Analysis of Career Development of Civil Servants at the Regional Secretariat of Bintuni Bay Regency. The data collection technique used is a triangulation technique: observation, interview and documentation study. The data analysis technique uses the interactive model of Miles and Huberman (1984) in Kairupan and Mandagi (2019), namely: data collection, data reduction, data display, and conclusion/verification [12].

C. Result and discussion

Career Development of State Civil Apparatus

Career development is the process of increasing the potential of individual employees to achieve higher positions in the organization, carried out through the identification of potential and the application of appropriate strategies. In the context of ASN, career development is based on a merit system, which assesses qualifications, competencies, and performance fairly without discrimination (Haryanto, 2021) [13].

In Bintuni Bay Regency, ASN career development is the responsibility of the Education and Training Personnel Agency. The implementation of this program refers to certain indicators and criteria, such as a minimum education level of S1, rank according to the proposed position, good performance in the last two years, integrity, and professionalism. This system aims to provide equal opportunities for all ASNs and maintain the sustainability of public services.

Promotion is carried out on an ongoing basis to fill vacancies due to retirement, transfer, or death. Assessment of employee skills and dedication by superiors is the basis for promotion recommendations. Professionalism is one of the important indicators, demonstrated through the ability to complete tasks in a timely manner and the expected quality, as well as the ability to face obstacles with effective solutions.

Work effectiveness is also a focus, where ASNs are expected to create a conducive work environment and be able to improve the quality of service to the community. Solid teamwork and a comfortable working atmosphere are key to achieving this goal.

In terms of career planning, updated ASN data is used to plan data-based career development. Assessment results become a reference in determining job promotions, ensuring the promotion process is well received by ASN. Technology such as the staffing database application helps in determining future position needs, so that filling positions can be done quickly and accurately.

Overall, ASN career development in Bintuni Bay Regency has been planned systematically based on clear criteria, with a focus on improving the quality and professionalism of employees. This is aimed at creating more effective and efficient public services.

ASN career development in Bintuni Bay Regency has been planned with reference to criteria that include expertise, skills, education level, work experience, quality, and professionalism to improve work effectiveness. This process involves various stakeholders such as the Regional Inspectorate, the Regional Financial and Asset Management Agency, and the local DPRD, which provide input based on ASN's track record.

The existence of career planning that has been carried out in accordance with the criteria and requirements that an ASN must have to be promoted, updated profiles of ASNs who want to be promoted including their expertise and skills, level of education and work experience as well as their quality and professionalism to create work effectiveness in their work environment. This condition indicates that the Staffing, Education and Training Agency of Bintuni Bay Regency still refers to the applicable regulations in carrying out ASN career development which is also supported by stakeholders and related agencies such as the regional inspectorate, regional financial and asset management agency, regional representative council of Bintuni Bay Regency which provides support every time mutations and promotions are made, asking for considerations and suggestions as a source of track record data for ASNs who have provided services to the community. On the other hand, the ability and competence of each ASN who wants to be promoted also has adequate capacity and capability, so that career development planning can be carried out properly according to organizational needs.

It is also reinforced by the results of research conducted by Soeharto et al. (2023) that civil servants are an important asset in organizing a government. It takes employees who are professional, competent and have integrity in serving the community, therefore the importance of employee career development to achieve government goals. This study aims to determine and analyze the application of career development of civil servants (PNS) in the Badung Regency Government, what obstacles are faced in career development, and efforts made in overcoming these obstacles. The method used is descriptive research with a qualitative approach, selecting informants with purposive sampling and data analysis techniques with interactive models and using data triangulation techniques. The results of this study indicate that civil servants in Badung Regency have planned their careers and BKPSDM Badung as a regional device that takes care of civil servant career development plays a role in civil servant career development. In general, it can be said that it has gone well but there are obstacles faced such as a lack of understanding of career development, information related to career development opportunities and opportunities and there is still political intervention [14].

In line with the results of research conducted by Harnia and Imran (2024) that the development of the state civil apparatus in a strategic way will certainly increase the ability of the human resources of the state civil apparatus in terms of having good skills (expertise), knowledge (knowledge), ability (ability). The purpose of this study was to find out in-depth information about the efforts to develop Human Resources (HR) of State Civil Apparatus (ASN) employees at the Raja Ampat Health Office, Southwest Papua Province in 2023. This research is a qualitative research method that tries to explain in as much detail as possible the objects and research problems based on the facts obtained in the field, with a total of 8 informants. The results of this study are the motivation for the development of HR ASN Raja Ampat Health Office provided by both the government, leaders and families in the form of moral support for education and training recommendations. There is ASN HR development in terms of education, namely the provision of recommendations for study assignments to ASN,

only at their own expense because there is no allocation of funds for competency development through education. ASN HR development is included in training both PIM Training as well as other efforts such as socialization and technical guidance in accordance with tupoksi, except that training is carried out outside Papua province which has an impact on costs. Job rotation is needed by ASN for HR development which can reduce ASN saturation of work and to increase knowledge and abilities with new tupoksi. Suggestions from this research are that the Government and Raja Ampat Health Office provide support for ASN HR development not only moral support but also material support [15].

Determinant Factors of Career Development of State Civil Apparatus

1. Education and Training

Education and training are important elements in improving organizational productivity and efficiency. In Bintuni Bay, the implementation of education and training involves various types, such as leadership, technical, and functional training, which are tailored to the needs of ASN. Certification or a pass mark from the training program is the main prerequisite for ASNs who will be promoted to certain positions.

The Head of the Civil Service Agency and related officials emphasized that this program not only serves as an administrative requirement, but also a means to improve ASN competence in providing services to the community. Despite budget constraints, the training program is strived to be oriented towards achieving the vision and mission of the organization, such as improving the quality of public services.

The results of education and training have a significant impact on ASN's ability to solve problems, improve competence, and provide innovative and competitive services. ASNs who have participated in the training program are considered better prepared to become agents of change in the organization. Periodic evaluations are conducted to ensure the effectiveness of this program in supporting organizational goals.

Education and training is a prerequisite for ASN to hold certain positions. The implementation of education is often constrained by the budget, but it is still pursued so that ASN has skills and knowledge that are relevant to the needs of the organization. The selection process includes administration and assessment which includes written tests and interviews.

The dimension of education and training found that the implementation of promotion or placement of an ASN to occupy certain positions, has been carried out in accordance with applicable regulations as a prerequisite for a certificate of passing leadership training and technical training despite a limited budget, in order to increase their knowledge and skills in providing better public services, in accordance with the direction and objectives of the organization's vision and mission. This means that the prerequisites for education and training passed by an ASN to be promoted become a requirement for administrative completeness in the selection, then from the results of the administrative selection, followed by an assessment both written and interview. This condition provides an indication that the Bintuni Bay Regency Government has made every effort to organize education and training with various types and objectives to be achieved, although budget constraints sometimes do not meet the basic abilities and skills obtained by ASN to take part in higher promotions.

Supporting research: a) Research in Sukabumi (Ichsan et al., 2023): Training and career development contributed 39.7% to improving ASN performance. Training is an important instrument in supporting ASN competency development [16]. b) Study in Banyumas (Riwayanto et al., 2024): The mismatch between training materials and field needs, as well as budget constraints, are challenges in developing civil servant competencies [17].

2. Position Promotion

Promotion is a mechanism to reward ASN performance by providing greater responsibility and additional benefits, such as salary increases. The promotion process in Bintuni Bay is carried out in accordance with applicable regulations, including Law No. 5/2014 on State Civil Apparatus, which underlines transparency and accountability.

Officials to be promoted must meet certain requirements, such as education level, work experience, and relevant certifications. Performance appraisal is an important basis for this process. However, there are challenges in the form of possible political interference, although the local government claims the promotion mechanism has been designed to minimize this.

Promotion not only increases the social status and responsibility of civil servants but also motivates other employees to improve performance. Periodic evaluations of the performance of promoted officials are conducted to ensure the achievement of work targets and the effectiveness of budget management. If an official is unable to perform their duties, the promotion can be revoked, and the position filled by another qualified ASN.

The dimension of promotion indicates that the promotion of positions for an ASN has been carried out properly by the staff in accordance with the prerequisites of education, rank and class, work performance, responsibility, integrity and applicable provisions by adhering to the principles of transparency, accountability and can be accessed by all parties in the promotion process, including the results of the assessment conducted by the Bintuni Bay Regency selection team. This condition indicates that the promotion process and mechanism have run well without any intervention from any party, including political relations and correlations, elements of the Regional People's Representative Council of Bintuni Bay Regency or vertical agencies in the region. This means that the purpose and intent of this promotion is solely an urgent and immediate organizational need, so that the optimization of public services can run well in accordance with the wishes of the people served.

3. Mutation

Mutation of Civil Servants (PNS) is part of personnel development regulated in BKN Regulation Number 5 of 2019 and Article 73 of Law Number 5 of 2014. Mutations aim to improve the efficiency, effectiveness of performance, and career development of the State Civil Apparatus (ASN). In Bintuni Bay Regency, the implementation of mutations involves several mechanisms, such as submission of an application letter, approval from the originating and receiving agencies, and evaluation of employee competence.

Mutations are carried out by considering the suitability of ASN competencies with position requirements, position classification, and career patterns. The minimum mutation is carried out after two years and a maximum of five years. This aims to provide tasks that are in accordance with ASN's expertise, skills, and disciplines. In addition, mutation also serves as a means of career coaching and development through promotion to higher levels based on performance and achievement.

The Head of the Bintuni Bay Regency Personnel Agency emphasized that mutation is not a form of punishment or career inhibition, but rather an effort to provide a new working atmosphere and increase ASN productivity in accordance with their expertise. ASNs who are transferred are expected to make a more optimal contribution to the agency and the community they serve.

The mutation process involves an in-depth evaluation by the Regional Personnel, Education and Training Agency (BKPPD), including ensuring that the ASN being transferred

is not undergoing disciplinary punishment or legal proceedings. In addition, mutations also allow for organizational simplification or development, so as to support the strategic goals of the regional government.

Mutation is considered a form of recognition of the competence of the ASN concerned, providing them with opportunities for development, and creating motivation to improve performance. This process is designed to create a more competent and productive ASN in accordance with the assigned main tasks and functions (tupoksi). Thus, mutation is an important element in human resource management in the government to effectively achieve organizational goals.

Mutation is considered a means of career development by placing ASN according to their expertise and skills. In addition, mutations aim to reduce job saturation, increase knowledge, and provide new experiences that are relevant to the main tasks and functions.

D. Conclusion

Based on the results of the research and discussion described above, it can be concluded that:

1) Career development for ASN within the scope of the local government of Bintuni Bay Regency has been running well in accordance with applicable rules and regulations by fulfilling the criteria and requirements in career development.

2) Factors that influence ASN career development within the scope of the Bintuni Bay Regency local government are that the education and training dimension for ASN has been carried out well, although budget issues are a burden in maximizing education and training, the promotion dimension has been carried out well by staffing parties in accordance with the prerequisites of education, rank and class, work performance, responsibility, integrity and applicable provisions by adhering to the principles of transparency, accountability and accessible to all parties in the promotion process. While the mutation dimension, in accordance with the expertise and skills possessed by the ASN concerned, aims for promotion to a higher position level, in accordance with the prerequisites and applicable provisions.

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