ARRANGEMENT OF CAREER PATTERNS OF CIVIL SERVANTS IN NORTH ACEH DISTRICT

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ABSTRACT

This research examines how to determine the pattern of civil servant careers in efforts to develop civil servant careers in North Aceh District. This study uses a qualitative approach with data collection techniques through in-depth interviews,observation, Focus Group Discussion and documentation. Qualitative data analysis through thestages of data collection, data presentation, data condensation and drawing conclusions that takeplace interactively. The results of the study show that the arrangement of career patterns has been carried out according to the mechanisms contained in the personnel regulations relating to the career development of civil servants. however, it becomes an obstacle in its implementation, there is intervention and no commitment from the decision makers regarding the implementation of staffing regulations.

Keywords: *career patterns, career development, official commitment*

1. INTRODUCTION

The PNS Career Pattern is the basic pattern regarding the sequence of placement and/or transfer of PNS within and between positions in each type of position on an ongoing basis. a national career pattern that allows ASN to work across positions and across agencies as stipulated in Government Regulation Number 11 of 2017 concerning Management of Civil Servants, including Government Regulation Number 17 of 2020 concerning Amendments to Government Regulation Number 11 of 2017 concerning Management of Civil Servants. Both are of course very supportive of competitive employee career development. There are three types of positions defined in the career pattern, namely High Leadership Positions (JPT), Administrative Positions (JA), and Functional Positions (JF). With a career pattern, the career trajectory is wide open. This is called a career path. The career path is a trajectory of positions that can be passed by civil servants, both at the same position level and at a higher position level. Apart from this, career patterns are related to career development (Sri Maryati Silaban and Arief Rifa'i H, 2017), that good career development is very dependent on the preparation of good career patterns as well. Employee career pattern is a mandate from Government Regulation no. 11/2017 concerning Employee Employee Management. The career pattern is carried out as part of the Talent Management System and State Apparatus Information System. Then issued PermenPANRB No. 22/2021 becomes the legal umbrella as well as a guideline for ministries, agencies and local governments to develop career patterns, so that career patterns are prepared in a standardized manner. Structuring career patterns begins with grouping the existing clumps of positions in each government agency unit. the aim is to describe career planning in the career paths available in the organization. As for the completeness of this position cluster, there is job information and an analysis of job descriptions and functions of each position. This is to find the relationship or correlation of positions with employee qualifications. A career pattern is a pattern of employee development that describes a career development path that shows the relationship and harmony between position, rank, education and job training,

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competence, and tenure of an employee from the first appointment in a certain position until retirement.

Local governments still experience difficulties in formulating career patterns for the benefit of civil servant career development. Problems with career patterns in local government are in the form of problems with horizontal, vertical and diagonal career patterns. These three things often happen in government organizations. namely the problem of mutations that are not on target. because the career pattern itself plays a very important role in employee career development, both because it has implications for the level of expertise and professionalism of employees, both individually and in their performance in agencies (Eva Novianti, et al, 2022). In recent years, there have been indications that North Aceh district has frequently rotated employees, but even if rotations are frequent, there are still many vacant structural positions, resulting in the appointment of temporary officials by regional leaders. Besides that, there are still officials who are rotated not according to the position group, this means that career development is not based on a career pattern. The North Aceh district government has not been able to synergize career patterns with career planning and career management that have been regulated in personnel regulations which are guidelines for the implementation of employee development. Unclear career patterns will have a negative impact on performance and low public services (W.Puspitapuri, 2019). North Aceh district is currently the area that has the largest number of civil servants among districts/cities in aceh province, with various career positions. The government structure in North Aceh district consists of echelon II a, II b, III a, III b and functional positions as well as administration. However, the career development of civil servants so far has not been maximized. Civil servant careers that are passed by each civil servant are less focused, career sequences for employees are not based on previous career levels. This has the potential for career development not in accordance with the competencies and needs of the organization. so it is difficult for the government to get quality and professional employees.

2.LITERATURE REVIEW

The career pattern in government organizations is an application of career management and career planning. Preparation of career patterns in government organizations through considerations of organizational culture, but still refers to existing regulations. Merit system-based career planning is the key in filling every ASN position based on the aspects of qualifications, competence, performance and track record of the position. The purpose of implementing ASN career management; (1) Provide clarity and certainty for employee career development for ASN; (2) Balancing between ASN career development and agency needs; (3) Improving the competency and performance of ASN; (4) Encouraging an increase in the professionalism of ASN. Determining career patterns is an integral part of ASN employee career planning. In ASN career planning, career patterns are intended to determine the direction/level for the transfer and promotion of ASN employees. ASN employees can be transferred tasks and/or locations within 1 (one) Central Agency, between Central Agencies, 1 (one) Regional Agency, between Regional Agencies, between Central Agencies and Regional Agencies, and to representatives of the Unitary State of the Republic of Indonesia in overseas. The principles in the ASN career pattern are; 1). Certainty, 2). Professionalism, 3). Transparent, and 4). Justice, (Sulistyo, 2014).

According to Ivancevich and Lee (2002:17), career pattern is a stage of position where the organization moves its employees to different positions in order to develop employees in appropriate positions. The career pattern is a trajectory of position positions that can be passed by ASN employees at both equivalent and higher position levels. ASN career patterns can take the form of: 1). Horizontal, i.e. moving from one position to another that is equal, both within one group and between groups of Administrative Positions (JA), Functional Positions (JF), or High Leadership Positions (JPT). 2). Vertical, i.e. moving from one Job position to another higher Position, within one JA, JF, or JPT group. 3). Diagonal, namely moving from one Job position to

another higher Job position between JA groups, JF, or JPT. In general, the determination of employee careers is largely determined by career patterns, so that the employees concerned have a place or position according to their abilities. According to Dessler (2000: 384) a worker's career pattern needs to understand three things: 1). Career goals to be achieved in terms of the highest level of position or position that might be achieved if he is able to work productively, loyal to the organization. 2). Career planning is a person's involvement in the selection of career paths and goals. 3). Willingness to take the necessary steps in the context of career development.

Career patterns aim to facilitate and expedite the career development of existing employees in the organization. The better the employee's career, the better the development and growth of the organization. The benefits of career development according to Umi Farida (2014) include the following: Improving capabilities, increasing the supply of capable employees, whereas according to Amabr 2003 the benefits of career development are developing employee achievements. Prevent employees who ask to leave to change jobs, by increasing employee loyalty. As a vehicle to motivate employees to develop their talents and abilities. Reducing subjectivity in promotion. Provide certainty for the future. As an effort to support the organization to obtain capable and skilled personnel in carrying out their duties. The benefits obtained by the organization by developing careers include (Rokhman, 2011): Improving the ability of organizations to acquire and retain quality employees. Ensure the availability of the required experts. Increase employee motivation. Keeping the cadre process running well. From this understanding, employee career development benefits, both for the employees themselves and for the organization. Therefore career development also has its own role. From the individual employees themselves have a clear desire and career planning in accordance with the careers available in the organization. Meanwhile, the organization plays the role of how to organize and manage employees in accelerating career advancement. So in career development there is career planning and career management.

3. RESEARCH METHODS

This research is a qualitative research that examines the model for the placement of officials based on job analysis in North Aceh District. The selection of research informants was determined purposively with certain considerations (Sugiyono, 2015). Informants who know in depth about the problem under study so that appropriate and accurate data and information are obtained according to reality from various parties involved. The informants included the North Aceh Regent, Regional Secretary, Head of the Civil Service Agency, several Esselon officials and several civil servants. Data collection techniques were carried out through in-depth interviews, observation, FGD and documentation. Furthermore, the data collected was analyzed by interactive qualitative analysis with three steps, namely: data condensation, data presentation and drawing conclusions or verification (Miles, Huberman (2014). Then proceed with data validation using source triangulation techniques, technical triangulation, and time triangulation

4. RESULTS AND DISCUSSION

Carry out mapping of civil servant career patterns so that they are in accordance with bureaucratic reform policies in the HR sector in accordance with the mandate of RI Law Number 5 of 2014 concerning ASN and PerMenPANRB Number 38 of 2017 regarding competency standards for ASN positions, these obstacles lie in the mindset (mind-set) and work culture (culture-set). The mindset of leaders in organizational units that sometimes hinders the civil servants under them to be productive in working according to the duties attached to the name of the position carried by civil servants whose position is as an executor or general function, thus creating a work culture that is discriminatory and not transparent. A high leadership official who is appointed based on like or dislike practices or because of elements of corruption, collusion, nepotism during the selection of high leadership positions (JPT), results in these leaders not having a comprehensive understanding

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of the importance of mapping civil servant career patterns or human resources in the organizational units that are involved. he leads, because the leader is not appointed because of his dedication, achievement, or managerial ability, but not only because there is an element of closeness between officials, official arrogance, and/or abuse of power. The lack of knowledge and awareness of a leader in mapping the career pattern of civil servants in their organizational units will be very detrimental to civil servants who are subordinates and already have the competence and educational background appropriate to a type of work, so what happens is not "the right man in the right place". , but what happened was "the right man, in the wrong place".

In the Regulation of the Head of the State Personnel Agency (BKN) Number 35 of 2011 concerning Guidelines for the Development of Civil Servant Career Patterns, it is stated that appointments in office are intended for the career development of Civil Servants which indicates an increase in the level of position in an organization in accordance with a predetermined career development path. . The principle of compiling this career pattern must be known by every civil servant and the leader must provide opportunities for civil servants who have fulfilled the requirements specified in the legislation. Mapping career patterns of civil servants can be interpreted as a process whereby the leader of an organizational unit selects, assesses, assigns, and develops employees to provide a pool of talented people to meet the development needs of government organizational units, both now and in the future. will come. Based on Government Regulation of the Republic of Indonesia Number 11 of 2017, it is stated that a High Leadership Officer in an organizational unit must guarantee position accountability including a commitment to implement policies that support the implementation of the utilization of Civil Servants as human resources within the organization to ensure work unit productivity. As for the technique of preparing a civil servant career pattern, it must be done by linking the elements of a career pattern including formal education, position training, age, years of service, rank/classroom, position level, job experience, job performance assessment, and job competency. The elements of this career pattern must be disseminated without any discriminatory elements in government organizational units, so that a civil servant as a servant of the state can have the ability to initiate an open communication system strategically to find solutions with the aim of increasing performance according to the duties and functions they carry out, which of course will contribute improve the success of its organizational units in providing services to the community.

So far, there are still many organizational unit leaders who prioritize the arrogance of office and the abuse of power, especially in carrying out policies for mapping civil servant career patterns, which are far different from government regulations related to bureaucratic reform, which causes civil servants in the organizational unit they lead to not have a clear career pattern. , so that it has an impact on the low integrity, commitment and consistency of these civil servants in carrying out the vision and mission of the organizational unit that houses them. Reform policies in the field of human resources can be implemented in the form of mapping ASN career patterns, if a leader must understand the meaning of justice and openness, for example, namely providing the widest possible opportunities for civil servants in the organizational unit they lead, to be able to participate in education and training (education and training) related to their main tasks and functions within the organization, as well as leaders must be open and transparent in measuring employee performance and following up on the results of the assessment so that civil servants under their leadership can have a reference in improving their performance and have the opportunity to develop creativity in work units , so as to create a mapping of civil servant career patterns according to employee competency standards to support bureaucratic reform policies in the field of human resources according to the mandate contained in the Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus and PANRB Ministerial Regulation Number 38 of 2017 concerning ASN Competency Standards. This will certainly realize civil servants as high-performing state apparatus in supporting the implementation of effective, efficient and open state governance, and free from corrupt collusive nepotism (KKN) practices, so that they can be in line with the implementation of bureaucratic reform in Indonesia which is based on

Republican Government Regulations. Indonesia Number 81 of 2025 concerning the Grand Design of Bureaucratic Reform 2010 – 2025. A good career pattern and carried out in the right way will actually function as a guide for employee career paths and also serves as a tool to motivate employees to work. A good career pattern will provide certainty to employees about the implementation of their duties which will determine their future in the organization. . Certainties such as promotions in office, sanctions for violations as a result of their work will spur employees to always work optimally. Therefore a clear career pattern is needed to improve employee performance which will have a positive impact on the success of the government.

5.CONCLUSION

Structuring a good career pattern will determine the success and failure of getting professional and quality employees in supporting government administration. However, from the aspect of employee career development, competency development is still required through education and training. It also needs financial support for employee development in every employee development and employee maintenance activity. Besides that, setting rules requires cooperation between agencies and requires a high commitment in creating quality employees. So employees can really make organizational sets in the future.

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