

Implementation of Career Development in the Functional Position of HR Analyst Apparatus (Case Study at the Yogyakarta City Personnel and Human Resource Development Agency (BKPSDM) Yogyakarta City)

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Abstract. This study uses a qualitative descriptive method which aims to provide an overview regarding career development governance in the functional position of Apparatus Human Resources Analyst at the local government level, especially at the Yogyakarta City BKPSDM. Poor talent management systems or governance and lack of knowledge about the regulations for State Civil Apparatus (ASN) career development are still obstacles to regional government, so it is necessary to improve the aspects of implementing talent management policies and ASN career development. Policy recommendations related to governance of ASN talent management and career development using methods in the form of workshops, technical guidance, outreach to related ASNs so that ASNs in the City of Yogyakarta are educated in terms of talent management governance and ASN career development. The analysis of the study was carried out at the Yogyakarta City BKPSDM with a sample of the functional position of HR Analyst for Apparatus.

Keywords: talent management, career development, Human Resources Development

1 Introduction

Career development is an effort made by individuals to improve quality and competence in the field of work carried out. Organizational commitment will get stronger with career development [20]. In this era of disruption, the role of career development is becoming increasingly important in facing increasingly fierce global competition. The global situation that continues to grow and is complex also has an impact on career development.

One of the impacts of the global situation is a paradigm shift in the world of work. In this digital era, the demand for up-to-date skills and knowledge is increasing. Workers must continuously adapt to changes in technology, business processes, and customer needs in order to compete in the global market. Career development is an effort that can be made by companies to maintain and increase employee productivity and prepare a career for the future

of an employee [3]. Therefore, career development is very important to improve the competence and quality of individual work.

The global situation also influences the career development perspective. Changes in the global business and economic environment can affect individual views about the desired career and the career development process that must be followed. Career development is an important aspect in developing and paying attention to human resources. Career development strongly supports the creation of individual, group and organizational effectiveness in meeting goals and creating job satisfaction.

Career development is a process of career management that is useful for aligning employee career plans with the needs of agencies or companies. Argue that career development has a significant influence on job satisfaction. Clear career development has a positive impact on individual performance and will certainly affect organizational performance. Career development is personal improvements made by a person to achieve a career plan and improvements made by the personnel department to achieve a work plan in accordance with organizational paths or levels.

The public sector itself has specific positions in the field of career development, namely the functional position of Apparatus HR Analyst. The functional position of Apparatus HR Analyst is regulated in Permenpan RB No. 37 of 2020 concerning the Functional Position of Apparatus HR Analyst. Mentioned in article 7 paragraph (2) Permenpan RB No. 37 of 2020 namely ASN career development is a sub-element of the functional position activities of Apparatus HR Analyst. Data from the BKN shows that in 2022 as many as 62 percent of ASN will be dominated by teachers with a total of 1,295,416 people, while for technical ASN there will be 15 percent, namely 313,535 people. This shows a fairly large inequality. This inequality allows for the ineffective implementation of ASN career development in Indonesia which will indirectly have an impact on less than optimal public services caused by ASN whose careers are not managed properly [16]. As time went on, the Minister for Administrative Reform and Bureaucratic Reform issued a Regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 37 of 2020 concerning the Functional Position of HR Analyst for Apparatus and Regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 38 of 2020 concerning the Functional Position of Human Resources Institutional Apparatus. This changes the nomenclature of the Personnel Analyst Functional Position. The State Civil Service Agency as the supervisory agency has issued Circular Letter Number 11 of 2022 concerning Changes to the Nomenclature of Functional Personnel Positions, in which the Circular states that changes to the nomenclature of Functional Positions of Apparatus HR Assessor, Apparatus HR Analyst, and Apparatus HR Institution will be carried out until December 31, 2023 .

No.	Jabatan	Jenis Kelamin		Jumlah Pegawai
		Laki-laki	Perempuan	
1.	Kepala Badan	1 orang	-	1 orang
2.	Sekretaris	-	1 orang	1 orang
3.	Kepala Bidang	2 orang	2 orang	4 orang
4.	Kepala UPT PKP	-	1 orang	1 orang
5.	Kepala TU UPT PKP	1 orang	-	1 orang
6.	Kepala Sub Bagian	1 orang	1 orang	2 orang
7.	Jabatan Fungsional Tertentu	8 orang	11 orang	19 orang
8.	Jabatan Fungsional Umum	19 orang	21 orang	40 orang
9.	Tenaga bantuan (NABAN)	4 orang	-	4 orang
Jumlah				73 orang

Sumber data: Subbag Umum dan Kepegawaian, Desember 2022

Fig. 1. Number of ASN based on Position Source Yogyakarta BKPSDM Performance Report, 2022

No.	Bidang	Kebutuhan Pegawai Sesuai Beban Kerja	Bezetting	Selisih
1.	Kepala Badan	1 orang	1 orang	-
2	Sekretaris	1 orang	1 orang	-
3.	Sekretariat	20 orang	14 orang	6 orang
4.	Bidang Perencanaan dan pengembangan	13 orang	11 orang	2 orang
5.	Bidang Manajemen Karir dan Kinerja	11 orang	9 orang	2 orang
6.	Bidang Administrasi kepegawaian	17 orang	13 orang	4 orang
7.	Bidang peningkatan Kompetensi SDM	13 orang	11 orang	2 orang
8.	UPT PKP	16 orang	9 Orang	7 orang
	Jumlah	92 orang	69 orang	23 orang

Sumber data: Subbag Umum dan Kepegawaian, Desember 2022

Fig. 2. The Number of Employee Needs Based on Workload Source Yogyakarta BKPSDM Performance Report, 2022.

The locus chosen was the Yogyakarta City BKPSDM, along with the findings from the Government Agencies Performance Accountability Report (LAKIP) BKPSDM Yogyakarta City [2].

It can be seen from the table above which is the latest data regarding the number of ASNs in the Yogyakarta city BKPSDM. Table 1 shows the number of employees by position, table 2 shows the number of staffing fields at BKPSDM. It can be seen in table 2, that the Yogyakarta City BKPSDM divides into several specific positions such as planning and development, career and performance management, HR competency improvement, etc. It was also shown that there are still gaps or gaps in each field, which means that there is still a discrepancy between the needs and the realization of existing employees at BKPSDM Yogyakarta. The data indicates that the Yogyakarta city BKPSDM is still using the old rules regarding the Functional Position of Personnel Analyst regulated in Permenpan RB No. 36 of 2006 [17].

So that it becomes clear that the selection of the locus at the Yogyakarta city BKPSDM is based on findings which explain that the Yogyakarta City BKPSDM is still using the old rules, namely Permenpan RB No 36 of 2006, so it is necessary to dig deeper into the phenomenon of the Yogyakarta city BKPSDM which has not yet switched to a new rule, namely Permenpan RB No 37 of 2020 concerning the Functional Position of Apparatus HR Analyst.

In this career development analysis paper for the HR Analyst functional position at the Yogyakarta City BKPSDM, researchers can explore how changes to regulations that have been in effect have not been implemented by local governments, and how the government can optimize regulations for ASN career development through the functional position of HR Analyst with its relation in providing excellent service to the community [19].

1.1 Career Development Concept

Career development is personal improvements made by a person to achieve a career plan and improvements made by the personnel department to achieve a work plan in accordance with organizational paths or levels [7]. PNS career development is carried out based on qualifications, competence, performance appraisal, and the needs of Government Agencies [5]. Civil servant career development is also carried out through career development management by considering integrity and morality and is carried out by PPK through

management in the context of adjusting competencies and career patterns [8]. Civil servant career development is carried out at the agency level and nationally through a promotion and transfer system [28].

1.2 Career Management Concept

Career management is the process by which organizations select, assess, assign and develop employees to provide a group of qualified people to meet the future needs of the organization. Career management is carried out in order to get qualified employees for the future [29]. The process that occurs in career management must be organized and planned so that the goal of achieving a balance between individual career desires and the requirements of employees in the organization is achieved in balance [18].

1.3 PNS Career Pattern Concept

The career pattern of civil servants according to the Regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 22 of 2021 Concerning Civil Servants Career Patterns 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. The current ASN Career Pattern is national or the National Career Pattern [6] [23]. This means that the Career Pattern is national in nature and can be carried out between Ministries/Institutions, between Ministries/Institutions and Regional Governments or vice versa and between Regional Governments [25]. This National Career Pattern also has 3 (three) forms regulated by the Regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 22 of 2021 Concerning Civil Servant Career Patterns, namely Horizontal Career Patterns, Vertical Career Patterns and Horizontal Career Patterns [12].

1.4 Functional

Functional Position, abbreviated as JF, according to the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 22 of 2021 Concerning Civil Servant Career Patterns, is a group of positions that contain functions and tasks related to functional services based on certain expertise and skills [15]. Functional positions are career positions in civil servants. Functional Positions have the task of providing functional services based on certain expertise and skills [14]. Functional Positions consist of 2 categories, namely Skills Functional Positions and Skills Functional Positions. Skills Functional Positions have a career path starting from the first expert, young expert, intermediate expert and main expert while the Skills Functional Position starts from the novice level, skilled level, advanced level and supervisor level [17].

1.5 HR Analyst Functional Position Concept Apparatus

In the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 37 of 2020 concerning the Functional Position of Apparatus Human Resources Analyst, it is explained that the functional position of HR Analyst is a position that has the scope, duties, responsibilities and authority to manage the Apparatus HR system through activities of formulation, analysis, evaluation, development, assistance, consultation and preparation of policy advice in the context of the needs and best interests of the organization in accordance with laws and regulations and the latest professional HR practices [22]. HR Analyst position levels consist of First Expert Apparatus HR Analyst, Young Expert Apparatus HR Analyst, Middle Expert Apparatus HR Analyst, Main Expert Apparatus [13].

1.6 HR Analyst

From the theoretical and conceptual studies described above, through this research we want to find out how the implementation of career development patterns for functional positions of HR Analyst Apparatus and the implementation role as factors that influence the performance improvement of BKPSDM Yogyakarta City [24].

2 Research Method

Based on the problems discussed, the researcher used a qualitative research method with a case study approach to understand various case facts related to career development analysts, how the case is related to the context and scientific fields, what theories are related to the case, and how it is applied in BKPSDM Yogyakarta City [10][11][21]. In this study, researchers used data collection techniques in the form of interviews with First Personnel Analyst Functional Officers, Young Personnel Analyst Functional Officers, Skilled Apparatus HR Officers, and Apparatus HR functional officials' superiors [26][9]. The research instrument that we use is based on Regulation of the Head of the State Civil Service Agency No. 28 of 2020 concerning the Preparation of a Civil Servant Career Development Plan which consists of 4 aspects, namely agency needs, qualifications, competencies, and performance evaluation [1].

3 Result and Discussion

3.1 Functional Officers of Skilled HR Institutions

In the HR Pranata position, they already use a new nomenclature in accordance with Permenpan RB No 38 of 2020, because based on the 2022 acceptance, a CPNS (Civil Servant Candidate) formation has been opened with the nomenclature name. In addition, job descriptions have followed regulations, for example in ASN performance appraisal, awards, documentation of ASN procurement, career management and ASN welfare, this is in accordance with the job description item in Permenpan RB Number 38 of 2020. The

informant also explained his involvement in preparing job analysis and analysis the workload, which is the main function of the organization and the results of data from the Ministry of Home Affairs, then the preparation of the needs is distributed to each field, and the involvement of the resource persons is to assist in the preparation of needs in the welfare sector which is a sub-substance in the Yogyakarta City BKPSDM, because. However, in terms of competency development that has been carried out by Skilled Apparatus HR Pranata is still small, the form of activity is only outreach, for example SKP socialization, this is because this employee is still new so not much competency development has been carried out. Then, the participation of informants in the identification and classification process in the implementation of performance appraisal at BKPSDM Yogyakarta City has been involved in the process of performance appraisal, SKP (because this is a personal responsibility), PKP (Employee Performance Behavior), and E-KINERJA. However, the informant still did not understand the process of formulating position qualifications, because there was still minimal participation in the formulation of the position qualifications, because this informant was indeed placed in the ASN welfare substance section.

3.2 First Personnel Analyst Functional Officer

The First Personnel Analyst Position at BKPSDM Yogyakarta City still uses the Permenpan RB nomenclature No 36 of 2006, this is because the formation for the first staffing analyst position is still in the full category so that the Yogyakarta City BKPSDM has not been able to submit a new formation with a new position name as stated in the Permenpan RB No 37 of 2020. Another thing that underlies the name of this position has not changed is waiting for recommendations from the Ministry of Apparatus and Bureaucratic Empowerment and job analysis from organizational bodies as well as adjustments to the organizational structure of the Yogyakarta City BKPSDM work procedures. However, the name has not changed according to Permenpan RB No 37 of 2020 did not make the position of first staffing analyst experience problems in carrying out job descriptions, the informant said that the job description points at Permenpan RB No 36 of 2006 and Permenpan RB No 37 of 2020 are the same so it is not there is a problem with that. This also underlies that the qualifications and competencies of the first staffing analyst position and HR analysis have the same qualifications and competencies. In evaluating performance, BKPSDM implements a performance appraisal system based on SKP, PKP, E-Kinerja by means of a 360 degree assessment with supervisors, colleagues and subordinates or colleagues in different fields.

3.3 Young Expert Personnel Analyst Functional Officer

The appointment of the First Expert Personnel Analyst functional official still uses the Regulation of the Minister of Administrative and Bureaucratic Reform No. 36 of 2006 concerning the Position of Functional Personnel Analyst and its credit score. However, in practice, the assessment of credit scores uses Perka BKN No 27 of 2015. This indicates that BKPSDM has implemented the ASN career pattern according to Permenpan RB No 22 of 2021. The resource person also explained that the gap that occurs between organizational needs and realization at BKPSDM is due to approval from The Ministry of Administrative and Bureaucratic Reform determines 80% for BKPSDM. This is considered better when compared

to other OPDs which are below 80% in terms of the realization of staff procurement. In addition, the informant explained that the difference in nomenclature between the position of implementing HR institutions and the Functional Personnel Analyst was due to the position of implementing HR institutions as a new position according to Permenpan RB No 38 of 2020 so that the proposed formation was based on regulations governing the nomenclature of positions for implementing HR institutions.

3.4 Head of BKPSDM Yogyakarta City

The career development pattern for the functional position of apparatus HR analyst at BKPSDM Yogyakarta City still uses the old regulation, namely Permenpan RB No. 36 of 2006. This of course makes the nomenclature used still refers to the regulation, namely 'personnel analyst'. In practice, the process for changing the nomenclature and the use of new regulations has been prepared and is about to be proposed. The Minister of Administrative Reform No. 37 of 2020 at BKPSDM Yogyakarta City is part of the agency's strategy in providing opportunities for functional staffing analysts to be able to complete and submit the final PAK so that the work results and credit scores collected are not wasted or harm them. The pattern of career development that is carried out is based on the needs of the agency through job analysis and is in accordance with the applicable laws and regulations.

4 Conclusion

- a. Career development is very important to improve the competence and quality of individual work. Career development is an effort that can be made by companies to maintain and increase employee productivity and prepare employee careers.
- b. Career development is an effort made by individuals to improve quality and competence in the field of work carried out. Clear career development has a positive impact on individual performance and will certainly affect organizational performance
- c. Qualifications and competencies for the positions of first staffing analyst and HR analyst have the same qualifications and competencies.
- d. In evaluating performance, BKPSDM implements a performance appraisal system based on SKP, PKP, E-Kinerja by means of a 360 degree assessment with supervisors, colleagues and subordinates or colleagues in different fields.
- e. The Minister of Administrative Reform No. 37 of 2020 at BKPSDM Yogyakarta City is part of the agency's strategy in providing opportunities for functional staffing analysts to be able to complete and submit the final PAK so that the work results and credit scores collected are not wasted or harm them.
- f. The pattern of career development that is carried out is based on the needs of the agency through job analysis and is in accordance with the applicable laws and regulations.

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