

Implementation Of Civil Servant Career Pattern Policy At Banten Provincial Government

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Abstract. Career patterns in positions ensure job peace by referring to the performance of employees who can determine their own careers according to their abilities and competencies. This study focuses on the implementation of employee career pattern policies in the Banten Provincial Government. The problem in this study is that the placement of civil servants in the Banten Provincial Government in a position is still not in accordance with their capacity. The purpose of this study is to describe how the placement of employees with the career pattern policy, to find out why and what strategies are carried out by the Regional Civil Service Agency of Banten Province. The results of the study can be concluded that the implementation of career pattern policies in the Banten Provincial Government still has deviant things so that the process of employee career patterns has not run optimally. Then the strategy is carried out in the internal environment with transparency and lack of budget, while the strategy is carried out in the external environment with clear regulations, however, there is no national-scale pilot project. Suggestions that need to be considered by local governments, especially the Banten Provincial BKD, are optimizing career pattern policies, increasing budgets and clear regulations.

Keywords: implementation, career, pattern.

1 Introduction

The implementation of Local Government in accordance with Law No. 23 of 2014 concerning Regional Government and Law No. 20 of 2023 concerning the State Civil Apparatus, is a basic reference that the State Civil Apparatus must have integrity, be professional and free from political intervention and be free from corruption, collusion and nepotism practices and be able to carry out good public services as part of bureaucratic reform[1]. One of the sub-problems in bureaucratic reform is the problem of human resources. Civil servants as human resources in the public bureaucracy are considered to have a big contribution in terms of corruption, collusion and nepotism, all of which happen because civil servants are still considered as an extension tool by political rulers, it is very important to be handled in the administration of local government.

The promotion of Civil Servants (PNS) is carried out based on an objective comparison between the Position Competency Standards as the main requirement in occupying a position, the assessment of work performance which includes leadership, cooperation, creativity, and the achievement of *the core values* of the State Civil Apparatus (ASN) and consideration from the performance assessment team. The career development pattern implemented by the Banten Provincial Government refers to Law Number 20 of 2023 concerning the State Civil Apparatus[2], Presidential Regulation 11 of 2017 concerning Civil Service Management[3] and Banten Governor Regulation Number 50 of 2021 concerning the Career Pattern of Civil Servants of the Banten Provincial Government, which aims to organize a career pattern that is fair and in accordance with the needs of regional apparatus organizations within the Banten Provincial Government To support the implementation of regional building poem [4].

In this study, researchers have made preliminary observations about the problems that occur in Banten Province, namely that there are still many civil servants who apply the Civil Servant Career Pattern Policy appointed by old political officials who are replaced by new political officials without considering their abilities and expertise as well as the educational background of civil servants. In fact, promotion to other higher positions is done on the basis of likes and dislikes or what we commonly know as nepotism. The unpreparedness of civil servants in Banten Province is also caused by the lack of freedom to participate in the development of education and training that occurs due to budget constraints.

This resulted in an incident where an official occupied his position first and then was given additional debriefing. To carry out the duties of each organizational unit, the placement of employees in the Banten Provincial Government has actually been regulated based on Regent Regulation Number 68 of 2017 concerning Standard Operating Procedures for Procurement Services of the Banten Provincial Government which is regulated from executive positions to primary high leadership positions . However, if in the field, even though there are several criteria that have been met, promotion remains the full authority of the regional head.

2 Research Problems

Based on the above background, problems can be identified, including:

- a. There are Civil Servants (PNS) appointed by the old political officials replaced by new political officials without considering the abilities, expertise and educational background of the civil servants.
- b. GAP Competence is quite high in Banten Provincial civil servants at various levels of positions due to the competency development process that has not been maximized, resulting in a lack of understanding of civil servants on the implementation of the main duties and functions of the organization.

3 Literature Review

Implementation can start from abstract conditions and a question about whether the conditions for policy implementation can be successful, there are four variables in public policy, namely *Communications*, Resources, Dispositions and Bureaucratic (*bureaucratic*)[5]. The four factors above must be implemented simultaneously because one with another has a close relationship. Influential factors in implementation according to (Edwards III, 1980) as follows:

- a. Communication
Implementation will be effective if the measures and objectives of the policy are understood by the individuals responsible for achieving the policy objectives.
- b. Bureaucracy
Bureaucracy is a characteristic, norm, and pattern of relationships that occur repeatedly in executive bodies that have both potential and real relationships with what they have in carrying out policy.
- c. Human Resources
It does not matter how clear and consistent the implementation of the program is and how accurately the communication is sent. If the personnel responsible for implementing the program lack resources to perform their duties.
- d. Disposition
One of the factors that affect the effectiveness of policy implementation is the attitude of the implementor. If the implementor agrees with the content parts of the policy then they will implement it gladly but if their views differ from those of the policy maker then the implementation process will run into many problems.

4 Research Methods

In this study, researchers applied a deductive qualitative method approach with a descriptive approach. States that qualitative research is a series of methods used to test certain theories by exploring relationships between variables[6]. Meanwhile[7] that the descriptive approach method is a research approach that aims to investigate the status of a group of humans, objects, certain conditions, thought systems, or classes of current events. Researchers become interpreters of interview findings, documentation and also observations during the process. Interaction between researchers and informants is carried out in building an attitude of trust in the end becomes part of the open research answer and tries to correct mistakes.

In (Moleong, 2008) it is stated that informants are useful people to provide information about situations and conditions from the research background[8]. Research informants or research subjects in this study are certain deliberately selected individuals who are interviewed for informational purposes, who will provide answers to research problems. The informant gave his views on values, attitudes, social interactions, which took place in this study, namely about how to implement career pattern policies in the Government in Banten Province. Research data collection techniques will be carried out by observation, *in-depth interviews* and data analysis.

5 Results and Discussion

Policy implementation based on George C. Edward III's theory, as explained by (Winarno, 2012), is an important phase in the public policy cycle, being between the process of policy formation and the impacts of policy on the communities affected by it [9]. In policy implementation analysis, there are four factors or dimensions that play a role in determining the success of a policy implementation, namely communication, bureaucracy, resources, and disposition.

5.1 Communication

Communication is an activity of giving and receiving information from one party to another so that the same understanding can be achieved. According to (Edward III in Widodo, 2010), Communication is defined as "the process of delivering communicator information to communicants". Policy communication has three dimensions that can measure the success of communication variables, including transmission, clarity, and consistency[10].

In the implementation of the career pattern of employees in the Banten Provincial Government, the communication carried out is quite good, one of which is evidenced by the existence of communication space between superiors and subordinates in the form of coaching and mentoring in the performance appraisal mechanism carried out every month as mandated in Minister of Agriculture Regulation 6 of 2022 concerning Performance Management of the State Civil Apparatus and transparency in the implementation of an open selection process for The filling of positions conveyed through various media ranging from print to electronic starting from the beginning of the selection process is announced until the announcement of the appointment of officials.

5.2 Bureaucracy

Sources implement a policy adequately and implementors know what and how to do it, and have the desire to do it, but (Edward III in Widodo, 2010) states that "policy implementation may still be ineffective due to incompatibility of bureaucratic structure" which includes standard operating procedures (SOPs) and fragmentation[10].

A good career pattern certainly requires the right, agile and effective organization on the results of observations within the Banten Provincial Government it is felt that the number of organizations is quite large (fat). This is considered less effective because it will cause overlapping authority between organizations that have an impact on budget efficiency, planning and performance.

5.3 Human Resources

(Edward III in Widodo, 2010) suggests that resource factors have an important role in policy implementation. According to (Edward III in Widodo, 2010) that these resources include human resources, budget resources, and equipment/facility resources and authority resources[10].

In the career pattern of employees in the Banten Provincial Government in terms of human resource management has been running quite well, this can be seen by the efforts to map employee competencies through sending assessments for all High Leadership Positions, Administration and most Executives (staff). However, the process is still not optimal because there are obstacles, namely the lack of support for budget availability so that mapping has not been carried out as a whole, which results in not being able to present the results of competency mapping for all employees.

5.4 Disposition

Factors of concern (Edward III in Augustine, 2016) regarding disposition in policy implementation consist of bureaucratic appointments and incentives [11]. (commitment and attitude). In terms of fulfilling employee attitudes and commitments based on existing data, it shows a positive pattern, where commitment and attitude in another sense from an employee perspective is the integrity of employees to carry out all obligations mandated and attached to civil servants and not do things that are prohibited as stipulated by law. This will have an impact on the journey of employee career patterns. However, there are still things that need improvement to realize civil servants with integrity, one of the efforts that can be done is to continuously conduct coaching and assistance to all civil servants to be able to better understand the applicable regulations.

6 Conclusion

Based on the description of the results of research and the discussion that the researcher presented in the previous chapter, a general conclusion can be drawn, namely the implementation of career pattern policies in the Government in Banten Province, it is considered that there are some policies that have been implemented because some of the policies in career development are carried out according to applicable rules and regulations even though there are some that are still not yet appropriate. While the conclusions specifically are as follows:

First, from the communication dimension, it is explained that the implementation of employee career patterns in the Banten Provincial Government, the communication carried out is quite good. This can be seen from the communication space between superiors and subordinates in the form of *coaching* and mentoring as well as transparency in the implementation of the open selection process for filling positions conveyed through various media. *Second, from the bureaucratic dimension*, it is considered less effective because the environment of the Banten Provincial

Government is felt to have quite a lot of organizations (fat). *Third*, from the dimension of human resources itself, it is explained that in terms of human resource management has gone quite well. However, there is an obstacle, namely the lack of support for budget availability so that mapping has not been carried out in its entirety. *Fourth*, the disposition dimension shows that in fulfilling employee attitudes and commitments based on existing data, there is a positive pattern.

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