

Accountability Analysis of State Civil Apparatus Career Development in Maybrat Regency

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ABSTRACT

This study aims to analyze the Accountability of Career Development of State Civil Apparatus in Maybrat Regency. Judging from the aspects of transparency, liability, controllability, responsibility and responsiveness. This research was conducted at the Agency for Personnel and Human Resources Development, Maybrat Regency. The research method used is descriptive qualitative. Data collection techniques using in-depth interviews, observations and documentation studies. While the data analysis techniques used are data condensation, data presentation, verification and drawing conclusions. The results of this study indicate that the Accountability of State Civil Apparatus Career Development in Maybrat Regency in the aspect of Transparency is transparent enough, but in terms of the Liability dimension it has not been fully implemented because there are several obstacles faced by the BKPSDM of Maybrat Regency, and in the Controllability dimension of State Civil Apparatus career development accountability in Maybrat Regency has in accordance with the BKPSDM's main task and responsibility, while in terms of accountability, career development, State Civil Apparatus in Maybrat Regency has followed the applicable rules regarding personnel management, as seen from the BKPSDM, Maybrat Regency, has received an award from BKN, while for the Responsiveness dimension of Accountability of State Civil Apparatus Career Development, Maybrat Regency is seen from the presence of the program includes echelons for DIKLATPIM.

Introduction

The management of civil servants is directed to ensure the efficient and effective implementation of government and development tasks. To realize the implementation of government and development tasks, professional, responsible, honest and fair civil servants are needed. In order to improve the quality and skills as well as to foster enthusiasm for work, it is necessary to carry out the development of civil servants as well as possible based on a combination of the work performance system and the career system that focuses on the work performance system. This means that the process of fostering Civil Servants starting from recruitment, selection, placement and appointment in positions, promotions, education and training as well as transfers, must be based on work performance (merit system). In the context of employee management, Law Number 43 of 1999 concerning Amendments to Law Number 8 of 1974 concerning Basic Personnel, among others, regulates career development, where every civil servant

allows him to develop himself through career development through structural positions. as well as through functional positions.

The enactment of regional autonomy provides an opportunity for regions to manage and regulate their own regions to be able to prosper the community, including placing their employees in structural positions in a professional and open manner based on the Circular Letter of the Minister of Administrative and Bureaucratic Reform (PERMEN PANRB) Number 16 of 2012 was born with the aim of producing structural officials who have competence. The new thing about this regulation is that there is transparency in the selection process in which the filling of structural positions must be carried out with an open selection mechanism carried out by the Regent because it is the authority of the Regent/Mayor as regional head.

The appointment of a person to a position is in order to provide the best service to the community as shareholders, because the people as taxpayers have the right to get good service. Stakeholders as stated by (Dwiyanto; 2010) that the position is actually part of the accountability called tax payers who pay taxes have the right to be served by competent people.

Competence is the ability and characteristics possessed by a civil servant, in the form of knowledge, skills, and behavioral attitudes needed in carrying out the duties of his position, so that the civil servant can carry out his duties professionally, efficiently and effectively. In the context of career development and placement in positions, a leader must be able to develop the optimal potential of his subordinates, as well as accurately and correctly assess the readiness and abilities of subordinates, so that the process of appointment and placement in positions truly adheres to a merit system, namely based on skills, abilities or expertise. according to the level of their position. This can be seen in the office within the district government of Maybrat where there are no clear criteria for placing an employee in a position.

Based on the initial observations of the researchers, there were several problems identified at the Maybrat Regency Personnel and Human Resources Development Agency;

1. There is difficulty for civil servants to get promoted because of the unclear and convoluted government bureaucracy. (Radar Sorong, 2020)
2. The existing staffing conditions are still colored by the inconsistent implementation of the management of the State Civil Apparatus against the applicable laws and regulations. (SAKIP BKPSDM Maybrat, 2019)
3. Civil Servant performance evaluation is not based on a merit-based performance appraisal system, which allows individual employee performance achievements to encourage performance improvement and allows compensation to be given fairly based on employee performance in accordance with the weight of their position and workload (performance-based remuneration system) and has not implementation of reward and punishment system. (SAKIP BKPSDM Maybrat, 2019)

4. Lack of understanding of civil servants regarding the legislation in the field of personnel (SAKIP BKPSDM Maybrat, 2019)
5. The planning and recruitment system for the State Civil Apparatus has not been developed based on the need for position formation and competency standards, resulting in an unequal distribution and allocation of employees. (SAKIP BKPSDM Maybrat, 2019)
6. Guidance and career development for Civil Servant positions are not based on the required job competency standards and a clear PNS career pattern. (SAKIP BKPSDM Maybrat, 2019)

For the Maybrat Regency BKPSDM, this spotlight is an input that must be positively responded, and must be used as a whip so that the Maybrat Regency BKPSDM is more careful in carrying out its duties as public servants in the field of staffing. This caution is very necessary considering that the policy and authority of the Maybrat Regency BKPSDM concerns the fate of thousands of employees within the Maybrat Regency Government. The desire to build a new paradigm that is implementable, transparent and accountable in the field of personnel is no longer a term, and is not just a list of event menus that is beautifully displayed on the table and becomes a meaningless document. then performance accountability is one of the solutions in building an effective, efficient and accountable organization.

Thus, this study attempts to examine in depth and thoroughly the Accountability of Career Development of State Civil Apparatus in Maybrat Regency. In terms of transparency, liability, controllability, responsibility and responsiveness aspects.

Literature Review

Accountability in the Perspective of Public Administration

In modern public administration, accountability is king, and measurable results are a must (Hodge, Graeme, 1993). Accountability is often used in a rather broad sense, for example it is often equated with the concept of evaluation, but in essence accountability is a concept that can be competed with responsiveness, responsibility, and effectiveness. Based on a narrow definition, accountability is a set of dimensions that can be used to describe the wide variety of accountability relationships and their structure can be found in different domains of governance.

Koppel on his book Pathologies of Accountability describes the dimensions of accountability, mentioned that no more than five dimensions of accountability, namely transparency, liability, controllability, responsibility, and responsiveness, where each of these dimensions provides an overview and an umbrella concept for itself (Koppel, Jonathan GS. 2005). Meanwhile, according to Bovens, the notion of accountability can be divided into broad and narrow terms. Accountability in the broad sense of accountability is more nuanced in an evaluative concept, not an analytic concept. Accountability is also closely related to aspects of responsiveness and sense of responsibility, the desire to behave or act in a transparent, fair, and reasonable manner. According to Bovens, this accountability is called active

responsibility or responsibility as a virtue, because it provides a standard for being more proactive in accountability for the behavior of actors (Bovens, Mark. 1998). However, according to Gallie, accountability in this sense is essentially still a contested concept (Bovens, Mark. 2006:).

Types of Public Accountability

According to Wasistiono (2007), based on his perspective, accountability is divided into five types:

1. Administrative/organizational accountability. Accountability between authorized officials and subordinate units in a clear hierarchical relationship.
2. Legal accountability. This type of accountability refers to the dominant public associated with the legislative and judicial processes. The form can be in the form of a review of policies that have been taken by public officials or the cancellation of a regulation by the judiciary. The measure of legal accountability is the applicable laws and regulations.
3. Political accountability. In this type, it is related to the authority of the holder of political power to regulate, set priorities and distribution of resources and ensure compliance in carrying out administrative and legal responsibilities. This accountability focuses on the democratic pressures expressed by the public administration.
4. Professional accountability. This relates to the implementation of performance and actions based on benchmarks set by people of the same profession. This accountability emphasizes the quality aspects of performance and actions.
5. Moral accountability. This accountability is related to the prevailing values in society. It talks more about the good or bad of a performance or action taken by a person/legal entity/collective leader based on local values.

Career development

The career development process is a formal approach that the organization takes to ensure that people with the right qualifications and experience are available when needed. So, career development can be said to be a condition that indicates an increase in a person's status in the organization in the career path that has been determined in the organization concerned. Therefore, every employee including civil servant in pursuing his career, it is necessary to have a career plan to use the available career opportunities. On the other hand, success in career development which means that employees are progressing at work is to improve skills so that they are more accomplished. As stated by Moekjizat (2001), the most important in a position are:

1. Opportunity to do something that makes employees feel good
2. The opportunity to achieve something of value;
3. Opportunity to learn new things;

4. Opportunity to develop skills and abilities.

Career development includes career planning and career management. Understanding career development in an organization requires an examination of two processes, namely how each individual plans and implements his career goals (career planning) and how the organization designs and implements career development/career management programs. Career management is the process by which an organization selects, assesses, assigns, and develops its employees to provide a pool of qualified people to meet future needs.

Career Development According to Law No. 5 of 2014

Career development is the process of increasing individual work abilities that are achieved in order to achieve the desired career. (Veithzal Rivai, 2003). Effective employee career development will improve and increase the effectiveness of the implementation of work by employees, so that they are increasingly able to make the best contribution in realizing organizational goals in an ever-changing environment. In this case, Law No. 5 of 2014 concerning the state civil apparatus (Article 89) states that civil servant career development is carried out based on the qualification dimensions, competence dimensions, performance appraisal dimensions and the dimensions of the needs of Government Agencies.

1. Qualification Dimension

Qualifications are requirements that have been met related to the abilities needed to carry out a particular job or position or to obtain authority and legitimacy in carrying out their profession, or work. Each field of work requires conditions that have been met by employees so that the process and results can achieve the goals of the field.

2. Competency Dimension

Competence is an ability to carry out or perform a job or task based on skills and also knowledge and supported by the work attitude required. Competence describes what people do in the workplace, identifies the characteristics of the knowledge and skills required by individuals that enable them to carry out their duties and responsibilities effectively so as to achieve standards (Wibowo, 2007).

3. Dimensions of Job Appraisal

Performance appraisal is a formal system to periodically check / review and evaluate employee performance. Performance as a guide for work results and competencies. Performance appraisal is a process by which an organization evaluates or assesses the performance of its employees. That employee performance appraisal is a continuous process in assessing the quality of employee work and efforts to improve employee performance. (Hani Handoko, 2013)

4. Dimensions of Government Agency Needs

The need for Government Agencies, as a forum for the process of apparatus HR management activities to take place, between each employee setting and implementing his career goals and the organization designing and implementing

career development programs with qualifications, competencies and performance appraisals that can produce professional people to fulfill present and future organizational needs

Research Methods

The research method used in this study is qualitative research with data analysis using a qualitative interactive model (Miles & Saldana, 2014). Data condensation which refers to the process of selecting, simplifying, abstracting, and or transforming data that approximates all parts of written field notes, interview transcripts, documents, and other empirical materials then presenting the data in this case presenting the data the most used is the text that is narrative then draw conclusions and verification. The research data collected through interviews are in the form of interview transcripts that have been recorded and sourced from interviews with the 'daily officer' (Plh) Head of the Personnel and Human Resources Development Agency of Maybrat Regency, Head of Career Development, and State Civil Apparatus of the Maybrat Regency Government. The location of this research is BKPSDM, Maybrat Regency with the reason for choosing this location because the institution in charge of Managing Civil Servant in the Region is BKPSDM. Apart from this, the material for analysis is observation and documentation in the form of statutory documents, Regional Regulations, Strategic Plans, Renja , Lakip, Academic Manuscripts are used as additional data. This research was conducted in May - August 2021.

Results and Discussion

Career development of Civil Servants can be seen from the existence of education and training, promotions, and transfers, this is intended so that a person can progress and develop so as to improve the skills and abilities of Civil Servants and provide opportunities for Civil Servants to move from position to position. else desired. This research will describe the Accountability of State Civil Apparatus Career Development in Maybrat Regency in terms of Transparency, Liability, Controllability, Responsibility and Responsiveness aspects.

Transparency

On the Transparency, Accountability dimension refers to the ease of access to information related to the functions and performance of the organization, meaning that in this case the BKPSDM of Maybrat Regency is obliged to provide transparent information to State Civil Apparatus relating to State Civil Apparatus Career Development. in the form of a circular sent to the HR department of the agency/ OPD or civil servant can go directly to the BKPSDM office to find out information about promotions or promotions, this can be obtained from the results of interviews by the Head of Career Development BKPSDM Maybrat Regency, namely as follows:

"State Civil Apparatus can get information from the personnel sub-section of each OPD or they can directly seek information from the BKPSDM".

Liability

The Liability dimension of accountability refers to the presence or absence of consequences given to the organization for the good or bad performance of the organization. The Maybrat Regency Government through the Personnel and Resource Development Agency has not fully implemented the Merit system in State Civil Apparatus career development, this is shown by the many positions that are filled out that are not in accordance with the qualifications of the position, this was also revealed by the interview with the 'tasks executor' (Plt) Head of the Personnel and Development Agency. The Human Resources of Maybrat Regency are as follows;

"In Maybrat, we have not been able to fully implement the merit system because there are still many State Civil Apparatus who do not meet the desired position qualifications, therefore we at BKPSDM are trying to include echelons for DIKLATPIM"

Controllability

The controllability dimension in accountability refers to the situation that the organization does exactly what its main orders are or how far an organization does what is expected or in accordance with their respective duties and responsibilities.

Related to State Civil Apparatus Career Development in Maybrat Regency where the Agency for Personnel and Human Resources Development is a supporting element for the Regent of Maybrat Regency in carrying out government and development tasks, especially in the field of personnel and human resource development, which is committed to advancing and improving services in the field of personnel and development effective and efficient human resources as well as being able to encourage the improvement of the professionalism of civil servants and the quality of public services so as to create good governance. Therefore, the BKPSDM of Maybrat Regency in implementing its main tasks and functions so that the objectives can be achieved, namely by making maximum use of all departmental functions at the BKPSDM of Maybrat Regency. Related to this, in accordance with what was expressed by the 'daily officer' (Plh) Head of the Maybrat Regency Personnel and Human Resources Development Agency, namely as follows;

"By dividing the authority in the field of administration and budget to the secretariat and each field"

Based on the results of the interview with the 'daily officer' (Plh) Head of the Maybrat Regency Personnel and Human Resources Development Agency that the implementation of the main tasks and functions of the Maybrat Regency BKPASDM is appropriate but has not been fully achieved, this can still be seen from the obstacles experienced by the Maybrat Regency BKPSDM.

"We have carried out in accordance with the main tasks and functions, but the matter of achievement has not been done because there are still some obstacles"

Based on the results of the interviews and observations of the researchers above, the Controllability of the Maybrat District BKPSDM in State Civil Apparatus Career Development is in accordance with the main tasks and functions, but the question of achieving the goals has not been achieved because there are still obstacles experienced by the Maybrat District BKPSDM.

Responsibility

On the dimension of Responsibility in Accountability Refers to whether an organization has followed the rules of law. Based on the results of interviews and observations that the Maybrat Regency BKPSDM has followed the rules in the State Civil Apparatus Career Development process, this is evidenced by the Maybrat Regency BKPSDM having received an award from BKN. Related to this, the 'daily officer' (Plh) Head of the Agency for Personnel and Human Resources Development of Maybrat Regency expressed as follows:

"We have received an award from BKN related to that we follow in accordance with the applicable rules"

Responsiveness

On the Responsiveness dimension in accountability Refers to the organization that is interested and seeks to meet the substantive expectations of stakeholders in the form of an articulation of requests and needs based on the results of interviews and observations of researchers that the objectives have not been achieved and have not been able to implement the Merit System in the Maybrat Regency Government because there are still many Civil servants who have not been able to meet the qualifications of positions, therefore the BKPSDM of Maybrat Regency seeks to develop civil servants' careers in the Maybrat Regency Government by making work programs that include echelons for DIKLATPIM. Related to this, the Acting Head of the Agency for Personnel and Human Resources Development in Maybrat Regency expressed through in-depth interviews, namely as follows;

"In Maybrat there are still many officials who do not match the qualifications of the position, that's why we at BKPSDM made a program to include echelon for DIKLATPIM"

Conclusion

Based on the results of the research and discussion above, conclusions can be drawn regarding this research, while the conclusions in this study are as follows;

1. In the Transparency and Accountability dimension of State Civil Apparatus Career Development in Maybrat Regency this has been implemented, it can be seen from the Maybrat Regency BKPSDM in providing information or

announcements about promotions and training through Circulars sent to each agency/OPD staffing section

2. In the Dimension of Liability Accountability State Civil Apparatus Career Development in Maybrat Regency has not been fully implemented because there are still many officials who fill positions that are not in accordance with the qualifications of the position, this is an obstacle for the BKPSDM of Maybrat Regency
3. On the Dimensions of Accountability Controllability State Civil Apparatus Career Development in Maybrat Regency through BKPSDM is in accordance with its main duties and functions but the question of achieving goals has not been achieved because there are still obstacles experienced by the BKPSDM of Maybrat Regency
4. On the Accountability dimension of State Civil Apparatus Career Development in Maybrat Regency through the Personnel and Human Resources Development Agency, it has followed the rules and directions from BKN regarding personnel management or State Civil Apparatus Management, this can be seen from Maybrat Regency having received an award from BKN.
5. In the Responsiveness Dimension of State Civil Apparatus Career Development Accountability in Maybrat Regency, it can be seen from the program made by the Personnel and Human Resources Development Agency, which is to include echelons to participate in DIKLATPIM, this is to answer obstacles in filling positions.

Suggestion

Based on the conclusions that the author has outlined above, the authors provide a few suggestions that are expected to be useful for readers and interested parties, while some suggestions that I want to convey are as follows;

1. For the Maybrat Regency Regional Government to always support the development of Human Resources for the Maybrat Regency State Civil Apparatus
2. For the Maybrat Regency Personnel and Human Resources Development Agency, so that they can create an information website regarding Career Development for State Civil Apparatus to be more transparent in managing Civil Servant
3. For Academics, it is necessary to develop further research on State Civil Apparatus Career Development
4. For students, there is a need for further research on Career Development Accountability for State Civil Apparatus

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