
THE IMPLEMENTATION AND CHALLENGES OF SCA CAREER DEVELOPMENT BASED ON MERIT SYSTEM IN BADUNG REGENCY GOVERNMENT

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ABSTRACT

This research was conducted with the aim of finding out how the career development of State Civil Apparatus (SCA) is regulated based on the merit system according to Law Number 5 of 2014 concerning the State Civil Apparatus (SCA) where in the merit system the most priority is qualifications that include in the selection and recruitment of employees, competencies and placement of SCA itself. The merit system refers to the assessment and recognition of a person's abilities, competencies, performance, and work achievements. In this system, SCA's promotion and career development are based on the quality of an individual's objective performance, not subjective factors such as nepotism or personal relationships. Using quantitative research methods, it was concluded that, first, the development of employee careers even though they had developed a merit system, it turned out that the most dominant thing was coaching from the leadership, the leadership seemed to have the prerogative to determine whether an employee could easily achieve his career or experience obstacles. Second, the main factor that affects career development in the implementation of the merit system turns out to lie in the political factor in the organization, where the role of politics is so big in determining who sits where in career development, and the third challenge faced in the career development of SCA in Badung Regency lies in the mindset of employees, some employees still assume that career development is not very important, so they don't want to get too involved to understand all kinds of government policies related to employees' careers.

KEYWORDS Career Development; Merit system; State Civil Apparatus



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INTRODUCTION

The merit system is an approach in SCA policy and management that focuses on assessments based on qualifications, competencies, and performance, and is applied objectively and without discrimination. The definition is stated in Law No. 5 of 2014 concerning the State Civil Apparatus (SCA) where in the merit system

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the most priority is qualifications that include in the selection and recruitment of employees, competencies and placement of SCA itself. The merit system refers to the assessment and recognition of a person's abilities, competencies, performance, and work achievements. In this system, SCA's promotion and career development are based on the quality of an individual's objective performance, not subjective factors such as nepotism or personal relationships.

This merit system oriented to employee competency aims to provide equal opportunities to every SCA in achieving achievements, starting from the recruitment, development, to position promotion stages, which is in accordance with the core of the SCA Law article 70 paragraph (1): "Every employee has the right and opportunity to improve skills". This means that every government employee has the right to receive a good education both in formal and informal forms, and it can even be interpreted that every civil servant has equal rights and opportunities.

In addition, the merit system outlined in article 2, has explained that the policy and management of civil servants (PNS) based on qualifications, abilities, and achievements in a fair and reasonable manner without distinguishing political background, race, color, religion, origin, gender, marital status, age or disability condition. Meanwhile, the purpose of the merit system is to develop the ability of professional human resources and increase productivity in the context of the management of the State Civil Apparatus (SCA), which is well structured in this system including the process of recruiting employees, employee development, and placement in positions in accordance with the principle of merit based on qualifications and competencies.

The Badung Regency Personnel and Human Resources Development Agency is the leading sector in the implementation of the Merit System in SCA Management in the Badung Regency Government. There are incidents of the implementation of the merit system in the career development of SCA that are still not in accordance with the principles of the merit system. The State Civil Apparatus Commission (KSCA) as the central institution tasked with assessing the implementation of the merit system in SCA management in Ministries/Institutions and Regional Governments has conducted an assessment of the implementation of the merit system in the Badung Regency government in 2021.

The results of the evaluation of the implementation of the merit system by KSCA in 2021 show that the achievement of implementing the merit system in SCA management in the Badung Regency government is 278.5 with the category of "Good", but there are records that are still lacking in some aspects. The most prominent aspect that is still lacking is the career development aspect, which is 56%. With an ideal score of 130 points, it has only reached 72.5 points. Thus, the career development of SCA in the Badung Regency Government still does not fully use the merit system.

Based on the above presentation, the following problem formulation is proposed;

- 1) How is the career development of SCA after the implementation of the merit system in the Badung Regency Government?

- 2) What are the factors that affect SCA career development based on the merit system in the Badung Regency Government?
- 3) What are the challenges faced in the career development of civil servants based on the merit system?

RESEARCH METHOD

This study uses a qualitative research approach. According to Sugiyono (2019), qualitative research is a research method to study the natural state of objects, and the researcher himself is the key tool, the data collection technique used is triangulation, the data obtained is qualitative data, data analysis is inductive or qualitative, and the results of qualitative research are aimed at understanding meaning, understanding uniqueness, constructing phenomena and formulating hypotheses. Meanwhile, according to Ibrahim (2016), the qualitative approach is a research work method that focuses on the aspect of data mining to achieve research quality. The qualitative approach uses descriptive words or phrases, ranging from data collection to interpretation and communication of research results.

RESULT AND DISCUSSION

SCA Career Development After the Implementation of the Merit System

The discussion about career development after the implementation of the merit system is divided into two parts, namely the form of career development and the implementation of the merit system. The form of career development consists of mentoring from leaders, education, training, and promotion/mutation. Meanwhile, the implementation of the merit system refers to Edward III theory consisting of communication, resources, disposition, and bureaucratic structure.

Career Development

Career development is the process of improving individual abilities achieved in order to achieve the desired career. The goal of all career development programs is to resolve the needs and goals of employees with the career opportunities available in the current and future governments. and career development of employees who are free from fraud is by implementing a merit system (Rivai:2016)

The Merit System in Badung Regency, which has been implemented since 2021, aims to produce employees with professionalism and integrity, as well as placing them in positions that are in accordance with their competencies. This system is based on qualifications, competencies, and performance fairly and reasonably without distinguishing political factors, race, religion, origin, gender, marital status, age, or disability condition. There are at least three forms of employee career development that have been developed, namely coaching from leaders, training education, and promotion / mutation, of the three forms based on the results of research that are very dominant is coaching from leaders.

Coaching from the leadership is able to guide their subordinates to work and move optimally on the goals or objectives they want to aim for in accordance with time and planning provisions. The fruit of the loyalty and dedication of subordinates is what encourages leaders to make it easier for employees under them to be

appointed as officials with a higher position than before, the process of appointing officials through this mechanism tends to ignore the merit system, or stay on the path of the merit system, but get priority, so that this causes jealousy in other employees.

Based on the results of interviews conducted by the author, information was obtained that of the three forms of employee career development developed, namely coaching from leaders, training education, and promotion/mutation, all are based on leadership assessments, even if it uses the merit system. This is in line with Yedija's research (2019) which found similarities that although the system used is a merit system, but related to promotions and classes, one of the determining factors is the leader.

Implementation of the merit system

In Edward III's theory of implementation, it is explained that the implementation that becomes a public policy (including the merits of the system in it) must meet four indicators, so that the level of success is maximized, the four things are, communication, resources, disposition and organizational structure.

Based on the results of interviews, observations and documentation, there is one most dominant factor in employee career development, namely bureaucratic structure. The bureaucratic structure is very dominant in the implementation of the merit system for several important reasons including Coordination and Control, The bureaucratic structure makes it easier to coordinate and control in the implementation of the merit system. Communication and Coordination: The bureaucratic structure allows for effective communication between policy implementers and various related agencies. Organizing and State Apparatus: The bureaucratic structure is formed because of the organization that requires the existence of a structure, state apparatus, authority, duties, and responsibilities, and Standard Operating Procedures (SOPs): The bureaucratic structure also involves standard operating procedures (SOPs) which have important significance in supporting policies that have been decided politically.

This is in line with the results of research from Ninik Purwaning S (2020), Desy Natalia Krisdayanti (2015), Abdullah Wahid (2015), and Yuyun Sefri Setyaningrum (2016) who explained that the bureaucratic structure contributes greatly to policy implementation.

Thus, it can be concluded that, after the implementation of the merit system in the Badung Regency Government, leadership factors and organizational structure are still very dominating in the career development of employees, even though the merit system has been implemented.

Factors Affecting SCA Career Development

Career is a number of work positions held by a person during the work life cycle from the lowest position to the top position (Sinambela, 2016:253). Meanwhile, according to Bernardin and Russel (2013), career is the perception of a person's personal attitude and behavior that is related to activities and experiences in the span of a person's work journey. Hasto Joko Nur Utomo and Meilan Sugiarto (2011) identified 9 factors that affect the career development of individuals in an

organization, namely: employee and organizational relationships, employee personnel, external factors, politics in the organization, reward system, number of employees, organizational size, organizational culture and type of management. Based on the results of interviews conducted with informants from the 9 career development factors, the most dominant in employee career development is the political factor in the organization, this factor can be the key to the success of someone who is pursuing a career in government institutions.

Next is the employee personnel factor, where leaders are more likely to give rewards and appreciation to employees who are intelligent, agile and loyal to the leadership, this second factor is only owned by employees who have a smooth career development orientation without constraints even though there are external factors that try to interfere. And the third factor that is no less important is the type of management. Based on the results of the study, it was explained that the current career pattern of SCA BKPSDM Badung is not vertical, horizontal or diagonal, everything is determined by political factors, because it has become a culture after the start of the direct election of regional heads by the people. Thus, this is in line with the results of research conducted by Titis Naniri (2018), in his research it was stated that organizational politics is an unpleasant phenomenon, but also not expressly prohibited by organizations.

The findings of the study show that the consequence of political perception on career identity is an increase in the drive to move upwards. These findings can be interpreted: First, political perceptions heighten the need to advance, the need to get promoted, and the opportunity to gain recognition. Second, political perception heightens the need to dominate and increases the opportunity to accept leadership roles. Third, the perception of organizational politics arouses financial motivation or the need to earn money. This finding is in line with the results of research presented by Pit Pasiak et al. (2022) who explained that the Implementation of the Merit System in Filling Career Positions of State Civil Apparatus in the Bitung City Government has not run as it should because it is still influenced by political intervention.

Thus, it is understandable if the success rate of the merit system in the career development of employees in Badung Regency is still low, because political intervention does not only hit one or two regions, but spreads evenly in various regions in Indonesia as part of the political system using the model of direct election of regional heads and budget politics, it will be different if the election of regional heads is appointed by the executive above.

Challenges Faced in SCA Career Development

Based on the results of the interview, there are four factors that are obstacles in implementing career development in Badung, namely (1). Civil servants in Badung still view the career as not so important. This happens because the reason why civil servants in Badung still view the career as not so important is because of a lack of understanding of career patterns. This causes employees to tend not to do their career planning, so that civil servants in Badung are less motivated to improve their competence for career development as a civil servant, (2) Update Data on SIMPEG. Based on the Decree of the Minister of Home Affairs number 17 of 2000

concerning the Personnel Management Information System of the Ministry of Home Affairs and Regional Governments, it is explained that the Personnel Management Information System, hereinafter abbreviated as SIMPEG, is an integrated totality consisting of processing devices including collectors, procedures, processing personnel and software; Storage devices include data centers and banks as well as communication devices that are interrelated, interconnected and mutually decisive in the provision of information in the field of personnel.

The promoted employee is not ready to be placed or occupy a position. There are several reasons why a promoted employee may not be ready to take up their new position. This could include a lack of experience or training required for a new role, a lack of understanding of the new responsibilities, or even a lack of support from management or colleagues and the 4th). BKPSDM still does not have IT personnel. Government institutions still do not have IT personnel for several reasons related to budget limitations, resources, awareness, support, time, technical capabilities, and costs. This is one of the factors that causes the merit system not to develop optimally in helping employees develop their careers.

CONCLUSION

From the results of the research and discussion conducted by the author, it can be concluded that:

1) SCA Career Development After the Implementation of the Merit System

If you look at the form, the most dominant is the coaching from the leader, the leader seems to have the prerogative to determine whether an employee can easily achieve his career or experience obstacles, the leader will clearly prioritize employees who have good integrity and loyalty, for the institution or institution he leads. Employees with integrity and loyalty, it is easy to get access to education and training to promotions both regular and already using the merit system.

This correlates with the implementation factors of Edward III's theory, from four factors (communication, resources, disposition to bureaucratic structure), the communication factor is the key factor for the success of implementation, and this again the estuary is the leadership, if the communication pattern developed in one direction there is a tendency for resource factors, disposition and bureaucratic structure to be stagnant, but if the communication factors built are two-way, implementation can be more dynamic. The effect of poor communication is that human resources are not fulfilled as needed to develop a merit system in employee career development, but if it is communicated properly and two-way, of course the shortage of human resources that causes the merit system to not function optimally can be minimized.

2) Factors Affecting SCA Career Development

The merit system is an alternative instrument for employee career development which is considered to be *fairer* and *more transparent*, so that all employees who work in an institution such as BKPSDM can follow the process without any discrimination, but it turns out that there is one factor that is quite dominant in influencing the career development of employees, namely the political factor, this factor sometimes causes jealousy from almost all circles, This is

because political factors give privileges to power holders in the government to determine who sits where and becomes what.

3) Challenges faced in the career development of SCA.

The biggest challenge in the career development of employees based on the merit system is *the mindset* of the employees themselves. Some employees still assume that career development is not very important, so they do not want to be involved too far to understand all kinds of government policies related to employees' careers.

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