

**CHALLENGES IN CAREER DEVELOPMENT OF THE FUNCTIONAL POSITION OF SUPERVISORY OF REGIONAL GOVERNMENT AFFAIRS (PPUPD) IN THE INSPECTORATE OF THE PROVINCE OF THE SPECIAL CAPITAL OF JAKARTA**

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**ABSTRACT**

Career development in a government agency is very important for the progress and success of the organization in achieving the planned goals. The formulation of the problem is how the challenges of career development of the *Penyelenggaraan Urusan Pemerintahan Daerah/PPUPD* (Implementation of Local Government Affairs) functional positions in the *Daerah Khusus Ibu Kota/DKI* (Province Special Capital Region ) Jakarta Provincial Inspectorate. The purpose of this study is to determine the implementation of career development at the DKI Jakarta Provincial Inspectorate and the challenges in PPUPD career development. The research method uses qualitative descriptive methods. Data collection was obtained through informant interviews and document studies. The results of the study concluded that the implementation of career development of PPUPD functional positions was influenced by several factors. Factors that support career development are the implementation of training for all employees and the availability of a budget. Meanwhile, the inhibiting factors are fair treatment in a career, concern for direct superiors, information on promotional opportunities, and interests to be promoted.

**Keywords:** *Career Development, Functional Position, Supervision of the Implementation of Regional Government Affairs*

**A. PRELIMINARY**

The *Undang-Undang Nomor 5 Tahun 2014* concerning The *Aparatur Sipil Negara/ASN* (State Civil Apparatus) mandates that appointments in a position must emphasize the compatibility between the needs of the organization, position, and competence, as well as the needs of employees which will have a positive impact on performance and professionalism. Appointment in a position indicates an increase in the level of position in an organization in accordance with the established career development path. To provide certainty in the direction of career development for Civil Servants, it is necessary to have a career pattern which is a pattern of fostering Civil Servants that describes the career development path and shows the relationship and harmony between the career elements. The career pattern is one of the things that must be done in the

appointment of employees in realizing professional, neutral, and prosperous Civil Servants in order to support the realization of good governance.

The spirit to create professional Civil Servants started in 1994 through The *Peraturan Pemerintah Nomor 16 tahun 1994* concerning Functional Positions of Civil Servants and was changed to The *Peraturan Pemerintah Nomor 40 Tahun 2010*. This regulation emerged based on professional development and career development of civil servants as well as quality improvement. implementation of general government and development tasks. The professionalism of functional positions shows the duties, responsibilities, authorities, and rights of civil servants in an organizational unit which in carrying out their duties is based on certain expertise and skills and is independent.

One of the functional positions that have been established is Position for the *Pengawas Penyelenggaraan Urusan Pemerintahan Daerah/PPUPD* (Supervision of the Implementation of Regional Government Affairs) through the *Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 15 Tahun 2009* concerning Supervision of the Implementation of Government Affairs in the regions, which was later changed to the *Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 36 Tahun 2020* concerning Functional Positions for Supervision of the Implementation of Regional Government Affairs. The PPUPD Functional Position is a civil servant career position. has the scope, duties, responsibilities and authority to carry out supervisory activities on the implementation of concurrent government affairs including review, monitoring, evaluation and inspection. PPUPD positions in the regions are under the coordination of the Provincial, Regency/City Inspectorate.

The existence of PPUPD in the regions needs to be considered for career development from appointment to dismissal. Appointments in PPUPD positions are carried out through first appointments, transfers from other positions and promotions. In addition, PPUPD appointments can also be made through adjustments/inpassing according to the *Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 42 Tahun 2018*. Adjustment/inpassing of PPUPD positions starting from the 2011-2019 periods, followed by the implementation of bureaucratic simplification that converts structural positions to functional positions 2019-2022. The implementation of these policies has a positive impact on the arrangement of positions in government institutions. Based on the type of position, the *Badan Kepegawaian Negara/BKN* (State Civil Service Agency) data as of 31st December 2021 shows the number of civil servants is 3,995,634 with details of the number of functional positions as many as 2,053,115 (51.6%), implementing positions as many as 1,514,665 (37.9%) and structural positions as many as 627,876 (10.7%). The number of civil servants based on the space group is 30,951 group I, 660,077 group II, 2,361,167 group III and 943,439 group IV. Based on these data, the functional number and group III have the most number of employees.

The same thing is found at the DKI Jakarta Provincial Inspectorate. Based on the type of position, staffing data for the DKI Jakarta Provincial Inspectorate as of 31st December 2021, the number of civil servants was 274 with details of functional positions as many as 140 (51.09%), implementing positions as many as

112 (40.87%), and structural positions as many as 22 (8, 09%). The number of civil servants based on the space group is 19, group III is 217 and group IV is 38. The types of functional positions in the DKI Jakarta Provincial Inspectorate are Auditor functional positions and functional positions for Supervision of the Implementation of Regional Government Affairs (PPUPD). Details of the existing number of PPUPD as of 31st December 2021 as many as 52 employees with details: First PPUPD 12 people, Young PPUPD 31 employees and Middle PPUPD 9 employees. Based on the number of functional positions that carry out the administration of regional government affairs, of course, it is quite heavy with the workload of internal control which includes 738 regional apparatus organizations in the DKI Jakarta Province. After the appointment of the PPUPD, what needs attention is the career development of the PPUPD itself. Realizing this, the DKI Jakarta Provincial Inspectorate has taken steps to develop the PPUPD career. Although career development efforts have been carried out, this has not yet provided the maximum results as expected.

Career development is an effort to prepare employees to be able to move and play a role in the organization in accordance with organizational growth, development and change. Therefore, career development must be designed in order to be able to obtain professional employees. According to Rivai (2010:266) career is all work positions held during a person's work life cycle. Employee career development is important because of the demands of the job or position, as a result of technological advances. Employee career development can be done through education and training. Furthermore, to motivate the performance of civil servants, it is necessary to develop an employee career pattern. The principle of formulating a career pattern for Civil Servants is regulated in the *Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 22 Tahun 2021*, carried out on the basis of the principles of certainty, professionalism, transparency, integrity, justice, nationality, and rationality. Career development through a good career pattern can encourage employees to grow and develop according to their professional competencies. The absence of a clear career pattern will result in low performance. Career patterns are used as guidelines for appointments in positions referring to the competency standards possessed so that the process of transfer, promotion, transfer and demotion is carried out in a more structured manner. The PPUPD career pattern refers to the *Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 22 Tahun 2021*, namely certainty, professionalism, transparency, integrity, justice, national and rationality are still not maximized. This can be seen from several phenomena in the field at the DKI Jakarta Provincial Inspectorate, namely the distribution of PPUPD career development for promotion is still not optimal, there are PPUPD officials who are sufficient in rank and fulfill credit scores but have not been appointed to positions, have not taken the competency test, and there are PPUPDs that have been in the same position for more than 4 (four) years and information about promotions that is not yet transparent and there are still PPUPDs that have not utilized surveillance technology.

From the above problems, problems arise on how to carry out career development for the functional position of Supervisor for the implementation of

Regional Government Affairs and what are the challenges in career development for the Functional Position of Supervision for the Implementation of Regional Government Affairs at the DKI Jakarta Provincial Inspectorate.

## **B. THEORETICAL REVIEW**

### **Career Development,**

Mathis and Jackson (2006:34) describe a career as a series of positions related to the positions held by a person while on duty, starting from executives, lower-level leaders, and middle-level leaders to top-level leaders. According to Edwin B. Flippo (1995:271) career is a career can be defined as a sequence of separate but related work activities that provides continuity, order and meaning in a person's life. According to him, career is a series of work activities that are separate but still related, complementary, sustainable and give meaning to one's life. Siagian (2005:206) whether a person progresses in his career depends on himself. There are those who make progress in their careers on the basis of certain career plans, but there are also those who are unplanned but achieve "good luck" progress. Then Busro (2018: 274) gives an understanding of career development as a gradual increase including rank, position, formal education and assignments carried out by employees in the staffing system as the basis for giving rewards. The promotion process is carried out in accordance with the *Peraturan Pemerintah Nomor 99 Tahun 2000* concerning the promotion of civil servants, through regular promotions for executive positions and optional promotions for functional positions. Career advancement is a goal to be achieved by employees. It is not only measured by the increase in income but can also be a measure of professionalism in completing work. So that a career can be interpreted as a sequence of job levels or employee positions from the beginning of work to the present. Edwin B. Flippo (1995:278) mentions that there are three elements that must be carried out in the preparation of career development programs, namely:

1. Assess career needs (career need assessment). A career for a person is a very important and personal element in his life. Everyone has the opportunity and the ability to plan his career development. On the other hand, the organization must also provide opportunities and help to make the right decisions about personal career development. In the preparation of career development programs, assessing career needs individually is the first element to be carried out because it is precisely this element that greatly influences the realization of the main target of the career development program, namely maintaining existing human resources so that they have the will to work in the organization with a high enough intensity.
2. Career opportunities. After employees determine their career needs, it is followed by organizational responsibility to describe the career opportunities that exist within the organization concerned. With information about career opportunities that exist within the organization, each employee clearly knows the various possible positions he occupies.
3. Adjustment of career needs and opportunities (need-opportunity alignment), After the needs and available career opportunities are determined, what must be done is to make adjustments between the two interests. In practice, these

adjustments are made with the help of a mutation program or employee training and development.

Indicators to measure career development according to Siagian (2002:26) are fair treatment in a career, concern for direct superiors, information on promotion opportunities, and interest in being promoted and level of satisfaction.

1. Fair treatment in a career, Fair treatment will be realized if the promotion criteria are carried out according to objective, rational considerations and are known by all employees. In carrying out promotions, leaders must be objective and neutral and know the potential of their employees. The measurement is that the leadership is directly involved in motivating employees with disposition and direction. The concern of superiors motivates employees to find out the potential of the employees.
2. Concern for superiors, employees generally want a better career. One form of this concern is to provide feedback/motivation to employees regarding the implementation of their respective duties so that employees know the potential that needs to be addressed. The measurement is the suitability of the placement of employees according to their scientific background.
3. Information on promotion opportunities, Employees expect them to have access to information about promotion opportunities. This access is to find out available vacancies within the organization. The indicator is the notification information regarding the existence of information.
4. Interest in being promoted, a flexible and proactive approach is used to foster employee interest in career development. Interest in developing a career is individualistic taking into account age, gender, nature of the current job, education and training, and the number of dependents.

### **Challenges of Career Development**

According to Syafri and Alwi (2014), organizational challenges in carrying out the role of HR development are divided into 2 (two) categories, namely external challenges, including challenges in the political and legal fields, challenges in the economic field, challenges in technology, challenges in the demographic field, challenges in the social field. culture and internal challenges, including strategic plans, and budgets. Industrial competition and rapid technological developments have a significant impact on the workings of PPUPD in carrying out their supervisory duties. PPUPD officials must be able to adapt to the challenges of strategic change. The mindset and old ways of working typical of the bureaucracy are no longer relevant to the dynamic changing environment.

### **C. RESEARCH METHODS**

According to Creswell (1994), the notion of qualitative is research conducted on the basis of a statement of knowledge from a constructive perspective that is sourced from individual experience, social and historical values as well as based on a participatory perspective. The type of data used in this study is qualitative data, which is categorized into two types, namely primary data and secondary data. Data collection techniques in this study used interactive techniques with in-depth interviews and non-interactive techniques with document and data acquisition. Determination of informants is done by purposive

sampling, namely parties who are considered to have competence related to the research theme. The data analysis technique in this research is a successful approximation, starting with research questions, a set of concepts and assumptions then compared with the data evidence in the field to confirm how ideal the concept is applied. The research method used in the researcher's Career Development Challenge.

#### **D. DISCUSSION**

Career development measurement indicators consist of fair treatment in a career, concern for direct superiors, information on promotion opportunities, and interest in being promoted.

##### **Fair Treatment**

PPUPD promotion in this case is an increase in the level of position and rank. Based on the results of observations and interviews, it is concluded that fair treatment in a career given by the leadership is very important. As excerpts from G's interview, namely:

“ ...there is still no justice in career development because many of my young PPUPD colleagues who have been in positions for years have not been promoted even though their credit scores are already more”

Based on the informant's information, this is in accordance with Busro's opinion (2018) that career development is a gradual increase including rank, position, formal education and assignments carried out by employees in the staffing system as the basis for giving rewards. In the proposed promotion, there is no transparency in the sequential list of promotions in accordance with the *Daftar Urutan Kepangkatan/ DUK* (Rank Order List).

Based on the data, there are still the Young PPUPD officials who are sufficient in terms of rank adequacy and credit scores who have not been appointed to positions because they are not immediately appointed to positions, especially the Intermediate PPUPD level positions in addition to competency tests, they also have to take an assessment.

##### **Direct Supervisor Care**

Based on the results of observations and interviews with informants in employee career development, direct superiors need feedback from employees about the implementation of their duties. Interview with informant H, providing answers as excerpts as follows:

“ ...that my supervisor does not see the background of knowledge, education, interests and training. For example, during certification training it was not clear, because there were those who received CFRA, CRMO even though they had an accounting background, such as CFRA, but they were given training that was not related to the competency background. So the training is only based on the leadership's orders without first considering the interests and competence background of the employees. Many employees who are included in certification training do not pass, but there is no feedback so that certification training cannot be credited so that the

certification cannot be used to fulfill professional development''(H1)

The opinion of the informant related to the concern of the superior is in accordance with Siagian (2005) that the factor that influences the career development of a person is the mentor/sponsor in this case the direct supervisor. Based on the results of the study, it was concluded that the leadership's concern did not directly support the competence of employees. The provision of education and training is only one way without any communication to explore the interests of employees according to their competence background. For the achievement of the value of the *Penetapan Angka Kredit/ PAK* (Determination of Credit Scores) every year a minimum limit is given for the First PPUPD 12.5, Young PPUPD 25, Intermediate PPUPD 37.5 and Major PPUPD 50. So if professional development through certification training is not assessed, the credit score will automatically not be assessed. according to expectations.

### **Promotion Opportunity Information**

Based on the results of interviews as obtained from interviews with informant H with the following excerpt:

'' ...in the Inspectorate there is no transparent information about opportunities for promotion, for example during the promotion to functional positions, the leadership always says that JFT *Muda* colleagues cannot be promoted to the middle level due to quota limitations. This statement is not supported by clear data and creates a perception that this is a leadership subjectivity, if it is limited or limited in quota, Anjab and ABK information should be more transparent'' (H.2)

Furthermore, the informant gave a follow-up statement from his superiors asking for the opportunity to take part in the grading training as shown in the following snippet:

'' ...in the Inspectorate there are 2 functional positions, Auditor and PPUPD, but based on experience, opportunities for PPUPD career development are still considered smaller than auditors, as can be seen from Auditor tiering training which is held more often, even once every 1 to 2 years, whereas PPUPD grading has only been carried out in 2 trainings in a period of 7 years''(H3)

Informants' opinions regarding information according to Busro's opinion (2018) career development is a gradual increase including rank, position, formal education and assignments carried out by employees in the staffing system as the basis for giving rewards. Related to this, the phenomenon of the number of PPUPD throughout Indonesia reaching 5,076 people and the limitations of the implementation of tiering training by the coaching agency, many PPUPD officials have to queue to be able to take part in the tiering training.

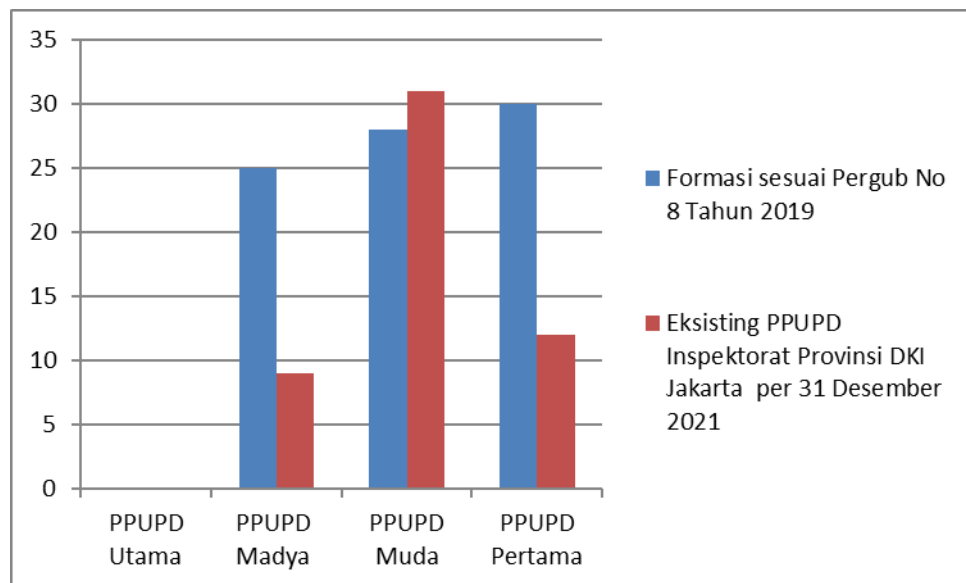
### **The Interest in Being Promoted**

There is interest in being promoted taking into account age, gender, type and nature of work, education and training. Based on interest in being promoted, the following is an excerpt from the interview with informant H:

“ ...I have 13 years at the intermediate level, and my credit score is sufficient. Regular promotions are faster than functional promotions. So what's the point of being functional if it's difficult to get promoted. Moreover, for functional promotions, formations must be available. I don't know the number of formations required for each level”(S1)

Based on the results of interviews with informants, the type and nature of work become indicators in the process of promotion and rank because they have been in the same position for many years. The Minister of State Apparatus Empowerment, the DKI Jakarta Provisional Inspectorate, and the DKI Jakarta Provincial Government, through the *Surat Keputusan Gubernur Provinsi DKI Jakarta Nomor 8 Tahun 2019* has determined the number of PPUPD position formations as many as 83 employees with details of the First PPUPD 30 employees, the Young PPUPD 25 employees and the Intermediate PPUPD 25 employees. The existing condition of PPUPD as of 31st December 2021 is 52 employees with details: the First PPUPD 12 people, the Young PPUPD 31 employees and Intermediate PPUPD 9 employees. The formation is in accordance with the *Peraturan Gubernur DKI Jakarta Nomor 8 Tahun 2019* and the existing PPUPD functional officials are as follows:

Image 1



Source: the *Laporan Kepegawaian 31 Desember 2021*

According to document research, there is still a need for formation in the first PPUPD with as many as 18 employees and the Intermediate PPUPD with as many as 16 employees. Furthermore, according to the *Peraturan Menteri Dalam Negeri Nomor 54 Tahun 2021* concerning technical instructions for the functional position of Supervision of the Implementation of Regional Government Affairs, that for appointments to PPUPD positions, it is guided by the availability/vacancies of the needs that have been determined. In the preparation of formations to fill vacancies, job analysis and workload analysis must be carried out by identifying the target of exiting activities within 1 (one) year. The 2021 of



*Program Kerja Pengawasan Tahunan/PKPT* (Annual Supervision Work Program) activities at the DKI Jakarta Provincial Inspectorate, the Supervision Universe for strategic programs owned by supervisory clients that have the potential to be supervised amounted to 738 Regional Apparatuses with the number of PPUPD still inadequate. The focus and targets of the internal supervision carried out include: a) Audit activities; b) Review activities; c) Monitoring and Evaluation Activities; d) Other Monitoring Activities; e) Consulting Activities; and f) Monitoring Support Activities. To fill the need for vacancies at the first level and intermediate positions, it can be done through first appointments, transfers from other positions and promotions. The results of job analysis and job evaluation can also be used as the basis for determining the class of office. Regarding the formation, information was obtained from informant A as follows:

“ ...central agencies and regional agencies in terms of user agencies carry out the calculation of needs based on the existing formula. After tier contribution and calculate volume per activity.” (A3)

The opinion of the informants regarding promotion opportunities can be concluded that the formation/need for rotation must take into account the qualifications, competencies, performance and organizational needs. This is in accordance with the opinion of William and Keith in Nurmasari (2015) that organizational involvement in planning adjusts the ability of employees to the strategy of the availability of internal employees in number and quality.

From the results of the research conducted, the implementation of career development in PPUPD functional positions is influenced by several factors. Factors that support career development are the implementation of training for all employees and the availability of a budget. While the inhibiting factors are fair treatment in a career, concern for direct superiors, information on promotion opportunities, and interest in being promoted.

### **Challenges in the Field of Technology in the Digital Age**

Challenges in the field of technology in the form of information systems. Application development spreads along with the ease of getting various information via the internet. The ease of information systems through various application applications provides the benefits of increasing productivity, increasing service and satisfaction, and improving the quality of management policies. The technological challenge for PPUPD is being able to apply the system, including the proposed dupak through e-Dupak. This is in accordance with the interview excerpt from informant B, namely:

“ ...there is an integrated system. What is an integrated system? For example, in terms of the information system, PPUPD collaborates with the learning system. So it seems to me that there is a Learning Management System, there is a knowledge management system, so this collaboration is what I hope, we will detect... so there is feedback, ma'am. After participating in the training, the training is entered into the system again, the system is recorded, and later on from the process, it is analyzed, approximately how many people want

to be promoted. Later, if the portfolio meets the requirements, it will be submitted to the employee. So the employee will get the accounts. The accounts are not just notifications''(B1)

The opinion of the informant is in accordance with the opinion of Saragih (2015) which states that the use of information systems provides the benefits of increasing client satisfaction, increasing the quality and amount of information in producing reports on the results of data compilation and improving the quality and number of decisions related to policies to be taken that can be presented accurately, relevantly and up to date.

## **E. CONCLUSION**

PPUPD career development at the DKI Jakarta Provincial Inspectorate can be concluded that PPUPD career development has not run optimally due to fair treatment, concern for direct superiors, information on promotion opportunities, and interest in being promoted is not maximized because there are still PPUPD that have met credit scores and competency tests as well as there are still PPUPD officials who have been in the same position for several years because they have not followed the internal assessment and PPUPD does not get motivation or direction.

## **F. SUGGESTION**

1. It is necessary to recalculate the calculation of needs (formation);
2. There is a need for communication between PPUPD leaders and officials regarding the needs of education and training, especially training on certification levels and interests they have;
3. It is necessary to re-socialize the application of credit score activity items;
4. Need to rearrange the PPUPD functional position class.

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