
ANALYSIS OF CIVIL SERVANT CAREER DEVELOPMENT AT DEPOK METRO RESORT POLICE OF METRO JAYA REGIONAL POLICE

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ABSTRACT

This study aims to analyze career development for civil servants and strategy based on merit system at Depok Metro Resort Police of Metro Jaya Regional Police. The research method uses qualitative research. Data collection is carried out through interview techniques and document review. The results showed that (1) the ideal merit- system-based career coaching strategy at the Depok Metro Resort Police of Metro Jaya Regional Police must include 4 important aspects in career development of civil servants using HR management theory from Sutrisno (2019) which includes aspects of planning, organizing, actuating and controlling. (2) In order to realize the civil servant career development strategy, Indonesian National Police must first compile types of structural and functional positions specifically intended for civil servants to clarify the position of career paths for civil servants in Indonesian National Police by applying 3 (three) other aspects according to Mondy's theory (2005) which includes educational qualifications, competencies and optimal performance to ensure that the management of civil servants resources in Indonesian National Police is carried out properly. In order for the Depok Metro Resort Police to implement a career development strategy, by prioritizing qualification, competence and performance for all civil servants, supported by the budget to improve the civil servants quality of Depok Metro Resort Police. With the improvement of the quality of civil servants evenly, organizational goals can be realized effectively and efficiently.

INTRODUCTION

The Indonesian National Police (Polri) has undergone a paradigm shift in service, focusing on substantial reforms and enhancing professionalism. Polri is expected to be a protector, guardian, and servant of the community. Within the Polri environment, there is a push to improve professionalism with a focus on career development management. Career development (Binkar) at the Metro Depok Police Resort of the Jakarta Metropolitan Regional Police seeks to enhance the quality of personnel services through improvements in infrastructure, facilities, and programs such as human resources development. Despite the desire for change, there is an imbalance between police officers and Civil Servants (PNS), with a higher number of police officers. A comparison with police forces in developed countries shows differences in the percentage of Polri personnel and civilian employees.

Civil servants in the police force in the United States have a higher number of job positions than in South Korea and Polri. The placement patterns and job formations for civilian employees in Polri show differences, with civilians able to fill police positions, but not vice versa. The focus of this research is on the career development of civilian employees in the Metro Depok Police Resort of the Jakarta Metropolitan Regional Police. There is a low interest among civilian employees in Polri to participate in specialized development education

(Dikbangspes) and national leadership education (Diklatpim). This condition reflects a mismatch between job placements and the education that has been undertaken.

The appointment of civilian positions in the Metro Depok Police Resort of the Jakarta Metropolitan Regional Police does not entirely align with the PNS career development policy. Data shows a low level of educational background and professionalism among civilian employees, impacting the overall professionalism of PNS. The suboptimal implementation of career development in the Metro Depok Police Resort of the Jakarta Metropolitan Regional Police can affect the motivation of civilian employees to develop their competencies. The research highlights the mismatch between career development policies and their implementation in the field, emphasizing the importance of aligning job placements and civilian education. Based on these facts, the author is interested in addressing the research title on the Analysis of Career Development for Civil Servants in the Metro Depok Police Resort of the Jakarta Metropolitan Regional Police.

Identified issues include the suboptimal implementation of career development, inappropriate job placements based on competencies and education, low interest among civilian employees in Polri to develop competencies, and career opportunity inequalities, especially in rank IV/b and IV/c. Problem formulations involve career development strategies based on a merit system. The research aims to understand the career development of civilian employees and formulate merit-based career development strategies at the Metro Depok Police Resort of the Jakarta Metropolitan Regional Police. The benefits of the research involve a positive contribution to the development of management science related to the governance of the organization's main assets, providing references for further research, and offering input to Polri leaders in implementing more prospective and appropriate career development for civilian employees in the area.

Several previous studies involving aspects of civil servant career development in various contexts, such as governance patterns of Polri civil servant careers, implementation of professional ethics codes for Thai civil servants, development of the civil servant performance assessment system in China, implementation of career development policies for Civil Service Police Personnel in Lombok Tengah Regency, a model policy for the implementation of structural officer recruitment in Bolaang Mongondow Utara Regency, and evaluation of career development in the Ministry of Law and Human Rights environment. Each study reflects challenges and issues in civil servant career development, although methods and research locations may differ. This research aims to explore insights and formulate merit-based strategies related to the career development of civil servants in the Metro Depok Police Resort of the Jakarta Metropolitan Regional Police.

In general, the themes used in previous research are related to civil servant career development, making them a reference for this study. Among these twelve previous studies, none have the same locus as this research, even though all of them are related to career development. The novelty of this research lies in the analysis of the causes of the suboptimal implementation of career development for civilian employees in the Metro Depok Police Resort of the Jakarta Metropolitan Regional Police and the formulation of more prospective career development for civilian employees in Polri, which has not been previously studied. This is the reason for the necessity of conducting this research. The contextual differences in these previous studies will influence and differentiate the analysis results that will be produced through the upcoming research (Sinambela, 2021). A concrete understanding of the causes of the suboptimal implementation of career development for civilian employees in the Metro Depok Police Resort of the Jakarta Metropolitan Regional Police and the formulation of more prospective career development for civilian employees in Polri is the expected goal of this research.

RESEARCH METHOD

The research method employed in this study is a qualitative method using an in-depth analysis approach. The objective of this research is to analyze issues related to the implementation of Civil Servant (PNS) career development in the Metro Depok Police Resort of the Jakarta Metropolitan Regional Police. The qualitative research method was chosen to obtain more accurate results and reveal more facts related to the implementation of PNS career development. In this study, the researcher used a case study method, which is a descriptive approach conducted intensively, in detail, and in-depth on a particular organism, institution, or phenomenon. This case study involves data collection through archives, interviews, questionnaires, and observations (Sugiyono, 2018).

The reason for choosing the case study method is that this strategy is suitable when the core research questions are related to "how," and the research focus is on contemporary phenomena in real-life contexts. The case study was conducted on PNS at the Metro Depok Police Resort of the Jakarta Metropolitan Regional Police to gather information about the implementation of career development, particularly regarding the suboptimal implementation of career development, the mismatch of job placements with competencies, and the lack of interest among Polri civilian employees to develop competencies (Suharsimi, 2013).

The data collection technique used involves interviews as the main method, focusing on key informants with in-depth knowledge of the implementation of PNS career development. Interviews were conducted using a semi-structured interview technique, ensuring that all topics related to the research issues were covered. The research locus focused on the Human Resources Division of the Metro Depok Police Resort of the Jakarta Metropolitan Regional Police. In addition to interviews, secondary data collection was also carried out through field notes and literature studies. Field notes include interview results, photos, diagrams, voice recordings, and other notes. Literature studies were used to support the research concepts and provide background information on the phenomenon under investigation.

The selection of key informants was done using purposive sampling technique, and informants consisted of Polri officials/personnel as well as Polri civilian employees. This research involved 7 key informants representing various positions and ranks of civilian employees. The interview schedule was carefully arranged, covering different times and places for each key informant. The data obtained from interviews and observations were then processed and analyzed interactively. Descriptive qualitative data analysis includes four stages: data reduction, data presentation, conclusion/verification drawing, and data validity. The researcher also used triangulation techniques to ensure data validity, involving source triangulation and technique triangulation (Moleong, 2014).

The main research instrument is the researcher themselves, supported by interview guidelines, observation guidelines, and recording tools. Interviews were conducted in-depth, and the researcher played the roles of planner, executor, data collector, analyst, data interpreter, and research results reporter. Through this method, it is hoped that a deep understanding of the implementation of PNS career development at the Metro Depok Police Resort of the Jakarta Metropolitan Regional Police can be obtained, as well as identifying factors or obstacles that affect its success.

RESULTS AND DISCUSSION

Results and Analysis

PNS Career Development at Polres Metro Depok

Civil servants of the Indonesian National Police (Polri) are civil servants placed to carry out duties within the Polri environment, and their career management is regulated by Polri.

However, other regulations regarding civil servants, as stipulated by the National Civil Service Agency (BKN), also apply to Polri civil servants. Based on the research analysis referring to the framework of thinking, theoretical concepts, and policies, the researcher will present and discuss the data from interviews and document reviews conducted in the field. These data have been assessed and correlated from various sources of information, including key informants and documents related to career development in the Metro Depok Police Resort, covering the implementation of career development programs and the design/strategy of the career development model program.

According to the interview results, some informants have diverse understandings of the definition of a career. Career is defined as work that someone wants to do within a specific time frame as a result of training and/or education (inf.1). It is also seen as the achievement of accomplishments by an individual (inf.2). Career is pursued because it holds value in helping a person grow in skills, success, and job fulfillment, whether paid or not (inf.3). It can be concluded that informants have partial understanding regarding the definition of a career, and the information provided supports each other.

Based on the results of interviews, several informants had a mixed understanding of the definition of career. Some informants define careers as people or employees who have competent, superior performance that are ready to be developed as revealed by Informant 1 below:

"A career is a job that people want to do in a certain time as a result of training and/or Education. Career can also be defined as activities throughout the span of one's work that are integral and give position and meaning in one's curriculum vitae as a pattern of work-related experiences (e.g. job position, duties obligations, subjective decisions and interpretations of work-related events)" (Interview, August 2023)

The importance of understanding about careers is very important and meaningful so that the Depok Metro Police can identify the best civil servant careers that deserve to be developed and maintained their achievements. The career concept consists of five, namely career is a row of jobs during the working life of an employee, the level of work occupied by employees who form a position model in work sequentially, the target position in the job to be achieved throughout one's career, job projections in order to choose goals or positions to be achieved in work including efforts to improve work with the aim of achieving career targets personally (Veithzal, 2011).

Career development of civil servants at the Depok Metro Police has a fairly long process through educational qualifications, basic and advanced competency development and performance appraisal of civil servants. Management aspects were analyzed using qualitative approach methods through in-depth interviews with 8 key informants who are officials carrying out the career development function of civil servants at the Depok Metro Police and key informant users, and key informants of civil servants. The results of research that have been carried out based on career coaching consist of qualifications, competencies and performance, described as follows:

Qualification

It is a process of improving the technical, theoretical, conceptual, and moral skills of employees through education and training tailored to current and future job needs. The results of research related to qualifications are explained in several aspects of management according to Sutrisno (2019), as follows:

Planning Aspect

The career development planning of police civil servants related to position placement, discipline coaching, supervision and maintenance is managed by each of the HR functions at their respective police stations while the management of civil servant career development related to civil servant procurement planning, first placement, promotion process, salary system, training, and dismissal or termination of service for all members/civil servants at the Depok Metro Police is managed by the Jakarta Metro Police. Furthermore, the researcher crosschecked with qualitative data by conducting interviews with key informant 2 related to understanding career planning as follows:

"The career plan is obtained from the personal improvements that a person makes to achieve a career plan in relation to existing regulations. The regulation itself already exists in PerkaP No. 16 of 2017 concerning career development of civil servants within the National Police, and is used as a guideline for career development plans for civil servants of the National Police, this has an influence as well". (August 2023 interview).

Based on the statement above, it can be interpreted that the career development planning of civil servants has been regulated in accordance with Perkap No. 4 of 2013 concerning the Procurement of Police CPNS, and based on a merit system, so it is better because it is clean, transparent, accountable, non-discriminatory, or humanist. This is different from the findings of Kamil's research (2018) which found that the placement of each position has not used a merit system so it is necessary to build a competency-based HR development pattern in all position positions to get an overview of positions, positions and paths that can be passed and achieved by employees (Kamil, 2018).

Organizing Aspects

The order of organizing and shifting the position of civil servants in the Depok Metro Police horizontally, vertically or diagonally in the position of administrator, functional or high leadership position is a form of career development organization for civil servants in the National Police which has been considered not optimal in its implementation. One of the key informants (key informant 1) states the following:

"If we talk about organizing, yes... Speak professionally. It must be what it was called, I wanted to talk. So, it's like this. E, e, Professional is synonymous with the function of yes in an organization. If I think. "The functions of the organization must be filled by professional people". That person is not professional if it is not his function. Yes, right. So. It's just a problem with the functions in the police." (Interview, August 2023)

Based on the statement above, it can be interpreted that there has not been optimal organizing in the implementation of career coaching at the Depok Metro Police Station. To find out the causes of the lack of optimal career coaching organization, an analysis was carried out on aspects of human resource management used in the management of civil servant career coaching at the Depok Metro Police which is most appropriate and used in the career management of civil servants at the Depok Metro Police and all work units in the Depok Metro Police Human Resources, namely the theory of human resource management according to Edy Sutrisno (2019: 9-11) which are elements that can support smooth human resource management activities, one of which is the element of organizing (Sutrisno, 2019).

Aspects of Direction and Preparation

Career coaching qualifications based on aspects of direction and procurement obtained findings that (1) according to the formation they are applying for, especially those in specific work units such as medicine, psychologists (inf.3); (2) The placement of civil servants is often not in accordance with the initial planning (inf.4); and (3) Obtain a promotion for which they do not meet the competency requirements for office ((inf.5). The conclusion obtained from the interview results that informants have different understandings regarding career coaching based on aspects of direction and procurement.

Placement of procured or newly recruited civil servants in accordance with the formation applied for only in functions that provide functional positions such as medicine, psychology and forensic laboratories. The data findings stated that the direction and procurement of civil servants was only 57 people or 4% of the number of personnel at the Depok Metro Police Station. Then of the 57 numbers, only 1 person has fulfilled Duikjur's personal competence as a Coach or serves as a functional HR section This is supported by the opinion of key informant 3 obtained through interviews that:

"Most civil servants have been placed according to the formation they applied for, especially those in specific work units such as medicine, psychologists and forensic laboratories, but some in the coaching function have not been appropriate because the formation of the position applied for has been filled by members of the National Police" (Interview, August 2023)

Control Aspect

The results of interviews with several informants obtained findings that (1) The implementation of civil servant task control at the Depok Metro Police Station was quite good but not optimal (inf.5); and (2) The mechanism used so that civil servants have good performance and performance by providing rewards (inf.1). Informants have different understandings of career coaching based on aspects of control. This is reinforced by the statement of key informant 5 through interviews who stated that:

"The implementation and control of civil servants' task control at the Depok Metro Police Station is quite good but not optimal in terms of evaluating the implementation of control and its follow-up, the implementation of performance control is carried out through Employee Performance Assessment and Assessment of 13 Competency Components" (Interview, August 2023).

In line with this research, the results of a study from Rahman, Rahim, & Elfiansyah, (2018) found that supervision at work has an important role in a company's management to achieve an important goal (Rahman et al., 2018). Effective supervision in each part or division of the company, the company's operational activities will run smoothly and the effectiveness of employee work can be realized.

Competency Aspect

Apparatus competence is more related to the nature or personality of an apparatus which is used as the basis for the ability to carry out all the tasks given. The focus of competence is to utilize knowledge and work skills to achieve optimal performance in the organization. Thus, competence is everything that a person has in the form of knowledge, skills, and other internal factors of individuals to be able to do a job. In other words, competence is the ability to carry out tasks based on the knowledge and skills that each individual has.

The results of research related to competence are explained in several aspects of management according to Sutrisno (2019), as follows :

Planning Aspect

Competency based on planning aspects is very important but difficult to implement because it must unite two different interests in one organization. This is in accordance with the findings of research owned by Nazeli and Adisasmito, (2007) that employee recruitment must have a level of proficiency in job positions and hierarchical levels owned/ranked, transfer and promotion programs, training, and mentoring from seniors are sources of career coaching for nurses and field assignments from the suprasystem for military nurses. This is confirmed by the statement of key informant 1 through interviews who stated that:

"The integration of competencies between organizational interests and individual interests in the Depok Metro Police is currently good, but civil servants who have participated in PKN Level II have not been accommodated to be able to occupy echelon II positions"

Based on the statement above, it can be interpreted that there is still an imbalance of interests between individuals and the objectives of the National Police institution from the aspect of competency planning, so that organizational goals that should be able to achieve the goals so that employee empowerment can help develop the organization, ultimately do not achieve the goals effectively and efficiently.

Organizing Aspects

In this study, the organizing aspect according to the results of interviews from several informants was good and appropriate. However, specifically for civil servants who have participated in PKN II have not been accommodated to occupy Echelon II positions, so that career development of Police Human Resources is still not stable or optimal. In Husni's research (2016), it proves that the organizing process should combine individual goals through career coaching with organizational goals to be aligned. Furthermore, key informant 4 also adds the following:

"Be honest. So, it is indeed to harmonize what I said earlier that integration must exist in the organization and indeed we must live by, e, in harmony. In this way, the interests of the organization go, the interests of individual HR also the way. So, I think it should be both balanced." (Interview, August 2023)

Aspects of Direction and Preparation

Directing and procuring Police human resources as a strategic aspect in realizing changes in organizational culture and performance. The development of police human resources is an important aspect and a priority in realizing superior performance, considering that these conditions will greatly impact on increasing public confidence in the performance of the National Police. The development of police human resources is carried out through a system of recruitment, selection, training and placement as well as police career coaching.

Next, key informant 3 gives the following statement:

"The direction in career coaching is a reference that contains techniques and methods for preparing career development and coaching using elements including formal education, education and training, age, length of service and rank. One of the career coaching management of civil servants that I went through, yes, there was training for the National Police. During this time I have been following Education and training. For

Police Education, I attended Prajab Education Group III in 2011, then for Education and Training Development, First; I attended Government Accounting Training in 2010. The second; Tested PNS Group III Render Function in 2012, the third; Goods and Services Certification in 2016, the last Police Analist Training in 2020." (Interview , August 2023)

The statement above, explains that there is a mutation implementation in terms of human resource procurement carried out at the Depok Metro Police Station and adjusted to the provisions. The development of Police Human Resources, related to improving the competence of human resources, the estuary is the satisfaction and trust of the customer community. Human resource development is important and an integral part of the police career coaching system cycle.

Control Aspect

The author conducts a career coaching needs analysis based on Mondy's theory (2005) which states that control in career coaching is a formal approach used by organizations to ensure that people with the right qualifications, competencies and experience are available if needed through performance, competence and educational qualifications. The results of research related to career coaching based on competence are reviewed from the control aspects as follows:

"Competency control through training and education is a way to develop the competence of Police Human Resources, so it needs to be done both managerial and specialty. The survey results show that civil servants at the Depok Metro Police want to get the same opportunity as members of the National Police to take part in managerial training (Interview, August 2023)

Performance

It is one of the important human resource management functions and is the key to realizing organizational goals, because without discipline, it is difficult to realize maximum goals. Discipline, desire and awareness to obey organizational rules and social norms.



Figure 4.3. Performance-Based career coaching

Source: Depok Metro Police HR Bag Documentation

The results of research related to performance are explained in several aspects of management according to Sutrisno (2019), as follows:

Planning Aspect

Overall, the planning aspect of career development for civil servants at the Depok Metro Police Station has not been optimal because the placement of personnel is only adjusted to the needs without aligning with the skills and education of personnel. In fact, civil servants in general, placement formation will always be adjusted to the education of applicants, even the TNI has implemented this policy, so that personnel task posts are clear and increase the motivation of personnel performance. The results of research by Amelia, Poetra, & Putri, show that academic factors affect employee performance. Employees who have an adequate level of education certainly have expectations to continue to skyrocket their careers, so employees tend to have higher work motivation because they have expectations to occupy higher positions. This is supported by the statement of key informant 4 during the interview which stated that:

"Regarding the discipline of civil servants at the Depok Metro Police is quite good, no civil servant has ever violated discipline or code of ethics, the organization has a high discipline culture because the majority of employees consist of members of the National Police who are trained and educated to have high personal discipline and obey the orders of superiors and respect seniors, so that the organizational culture that is built is a high discipline culture that greatly affects the level of discipline of civil servants in one organization" (Interview, August 2023)

According to an empirical study by Siregar (2015), it proves that work discipline and work climate factors have a positive and significant (real) effect on employee work performance. For this reason, discipline must be developed so that order and efficiency also grow. Without good discipline, do not expect good work performance.

Organizing Aspects

The Depok Metro Police data above, also supported by the results of organizing interviews through career coaching of civil servants at the Depok Metro Police has gone well but presents many polemics at the Depok Metro Police, this is evidenced by the results of interviews with a number of key informants internal and external Depok Metro Police, expressing the same opinion regarding the organization of civil servants at the Depok Metro Police, key informant 5 stated: *"I am a bit pessimistic in the implementation of career coaching at the Depok Metro Police, this is because filling positions alone is privacy, closed and not transparent" (Interview, August 2023)*

Based on the interview above, it can be interpreted that although it has not been maximized, the placement of police civil servants has begun to be adjusted to the needs. Implementation of the program through Competency Improvement Training for Police Civil Servants based on the Improvement Program Plan with the team and consultants.

Aspects of Direction and Preparation

According to Hakim & Cahyani's research, it was found that job rotation can affect personnel work motivation. The higher the position rotation, the higher the personnel work motivation, conversely, the lower the position rotation, the lower the personnel work motivation.

This is in accordance with the interview results from respondents' answers which prove that Depok Metro Police civil servants have obtained employment rights in terms of career development. In the organizing aspect, it can then be explained that in general needs such as employment rights in terms of career coaching, promotion opportunities have been given by the National Police HR as an element of supervision and management function of the Police

HR. This is corroborated by the opinion of key informant 5 conveyed through interviews stating that:

"There are still many civil servants in the Depok Metro Police who have attended education and training including vocational education who have not received a position placement, while some civil servants who have not attended education and training have received promotions where they do not meet the competency requirements to occupy the position, this needs to be straightened out so that the merit system in human resource governance can be applied" (Supervisor Interview, August 2023).

Based on the statement above, it can be interpreted that the direction and procurement have been adjusted to the needs of the rank in a satker, which refers to Government Regulation No.12 of 2002 concerning Rank. And for its implementation, refer to the Regulation of the Head of BKN No.12 of 2002 concerning the Implementation of Promotion. This will increase the effectiveness of performance, where a research study found that (Arifudin & Rusmana, 2020), employee placement has a significant effect on employee work effectiveness.

Control Aspect

The control aspect in the development of Depok Metro Police civil servants in terms of improving personnel competence is not appropriate because the opportunity to participate in training for Depok Metro Police civil servants is still minimal, the implementation of training, both specialization, managerial and vocational. The results of Rahmatiah's empirical study prove that education and training in accordance with organizational needs have an influence on improving employee competence. In this study, regarding the control aspect, it was found that:

"... There is good work control in the organizational environment. In fact, a performance evaluation has been conducted. This is certainly an indicator that the National Police organization has carried out one of the elements of organizational management well. However, it still needs to be optimized because some respondents' answers regarding the supervision of the Depok Metro Police on personnel performance on a regular basis are still not optimal, meaning that there are still indications that the control of the Depok Metro Police is not in accordance with what it should be ." (Interview, August 2023).

The results of the analysis of aspects of human resource management used in analyzing the causes why the career development governance of police civil servants at the Depok Metro Police has not been optimal obtained the following results:

1. In the aspect of qualification, there is no balance between opportunities for competency development of members of the National Police and civil servants, all types of education and training are dominated by members of the National Police.
2. In the aspect of competence, civil servants at the Depok Metro Police have been given roles in accordance with their competence in the organization and placement of civil servant positions at the Depok Metro Police in accordance with their educational background and the type of development education they have followed, but for civil servants who have participated in PKN Level II have not been accommodated to be able to occupy echelon II positions.
3. Performance aspects have been well organized in order to support career coaching and achievement of organizational goals.
4. Then from the management aspect, namely the lack of optimal planning for the needs of civil servants at the Depok Metro Police in planning the real needs of the organization

for civil servants because it is not clear the formation of positions specifically made to be occupied by civil servants.

5. The organization of career development for civil servants at the Depok Metro Police has not been carried out optimally because structural and functional positions for civil servants have not been clearly regulated, all existing positions can be occupied by members of the National Police, but not all positions can be occupied by civil servants. This is what causes the non-optimal implementation of career coaching for civil servants at the Depok Metro Police.
6. Briefing and Procurement. The placement of procurement or newly recruited civil servants in accordance with the formation applied for is only in functions that provide functional positions such as medicine, psychology and forensic laboratories, while in other functions it is not appropriate because the position applied for has been held by a member of the National Police. In terms of directing civil servants to work effectively and efficiently in helping to achieve organizational goals, it has not been implemented properly so that there are still many civil servants in the Manasia Resource Staff work unit who have attended education and training including vocational education who have not received a position, while some civil servants who have not attended education and training get promotions where they do not Fulfilling the competency requirements to occupy the position, this needs to be straightened out so that the merit system in human resource governance can be applied.
7. In the aspect of employee control, it has been able to be implemented well, but it is necessary to improve the function of evaluation and control by the leader on its implementation.

Based on the points above, the most common problem encountered so that the career development of police civil servants at the Depok Metro Police has not been optimal is because aspects of planning, organizing, directing and procurement still need to be improved. Meanwhile, aspects of control, aspects of caulification, competence and performance, aspects of maintenance and aspects of stopping its implementation are considered good.

Viewed from a subjective perspective, a career is the sequence of positions held by an individual throughout their life, while from an objective perspective, a career is a change in values, attitudes, and motivations that occur as a person grows older. Both perspectives focus on the individual and assume that each person has some level of control over their fate, allowing them to analyze opportunities to maximize success and satisfaction derived from their career. Therefore, a career can be seen as a pattern of experiences based on work-related experiences that span the entire work journey experienced by each individual or employee and can broadly be detailed into objective events. Based on different perspectives on the definition of a career, it is clear that the understanding of a career is not separate from the aspects of development, employment, position, and decision-making processes. Thus, a career can be concluded as a person's status or level of work or position as a source of livelihood, whether it is a primary job or a side job.

According to the research results of Abeng et al., (2016), the study shows that career development has a positive influence on job performance, meaning that a well-designed career development program can enhance employee job performance. Career development is an HR activity that helps employees plan their future careers in a company, institution, or organization so that both the entity and the employees can develop themselves maximally. According to Rivai, (2016), career development is crucial for every individual or employee because it is part of the need to demonstrate self-actualization (in Maslow's hierarchy of needs).

Based on the research results of Chokprajakchat & Sumretphol, (2017), career development generally comes in two forms: training and development, as well as transfers or

task reassignments. According to Ida Surya's research (2019), career guidance and development have a positive impact on employee performance with a strong level of influence, meaning that the better the career guidance and development, the higher the employee's performance (Surya, 2019). The following are the stages of the new career development at the Metro Depok Police Resort.

Career Development Strategy for Civil Servants at Depok Metro Police

Career coaching as an HR management activity basically has the aim of being able to improve and improve the effectiveness of work implementation by workers in order to be more able to make the best contribution in realizing organizational goals. Career development is not only related to organizational characteristics but also related to individual characteristics and work discipline. This happens because the organization seems to have no clear career role, or even inferior in the field of position, education and employee training, especially if the organization does not have a development strategy.

Then according to the main duties of the Depok Metro Police HR Bag as stated in the Regulation of the Chief of Police Number 2 of 2021 concerning the Organizational Structure and Work Procedures of Tk. Polres and Polsek, namely: carrying out management functions in the field of HR development, care and improvement of the welfare of Civil Servants at the National Police and the implementation of coaching and training. In carrying out its duties, the HR Bag carries out functions including carrying out career coaching for police personnel. Public servants in the National Police are described in the Regulation of the Chief of Police, namely members of the National Police and Police Civil Servants.

The career development strategy of the National Police Civil Servant implemented by the Depok Metro Police Chiefdm obtained findings that have been identified, including:

- a. Proposed Promotion (UKP) PNS Polri.
- b. Mutation, appointment and dismissal in the position of Police Civil Servant which is the scope of the authority of the National Police (Group I, II and III). And for Group IV, the Depok Metro Police HR Bag proposed to the Metro Jaya Police HR Bureau.
- c. Recapitulation and evaluation of performance appraisals of police civil servants.
- d. Collection, processing and presentation of data information on the National Police Civil Servants on a digital basis, through the Police Personnel Information System (SIPP) application, and the Si SDM application.

Then another finding is that the implementation of the Proposal for Civil Servant Rank Increase (Usulan Kenaikan Pangkat or UKP) in the Indonesian National Police (PNS Polri), as identified in the first part, has been regulated by Government Regulation Number 12 of 2002 concerning Amendments to Government Regulation Number 99 of 2000 concerning the Rank Increase of Civil Servants (Kenaikan Pangkat PNS). For the smooth implementation of UKP, the Human Resources Division (Bagian SDM) conducts the following activities:

Planning:

UKP for PNS Polri in Depok, as in other places, carries out rank increases effective on April 1 and October 1. Therefore, the UKP planning begins by mapping and documenting PNS Polri who have been promoted in the last 3 years. It involves coordinating and synchronizing data with the KBO (Chief of Operational Division) and Kaurmin (Head of Personnel and Administration) of each unit, as well as the Kasium (Chief of Security and Public Order) of police precincts. This ensures that the UKP can be implemented without delays.

Organization:

The HR Division of the Metro Depok Police is led by the Head of HR Division with the rank of AKBP (Chief Commissioner) or Acting Head of HR Division with the rank of Kompol (Commissioner). The division is assisted by one Kasubbag Binkar (Sub-division Head for Bina

Karir/Career Development) with the rank of Kompol or Acting Kasubbag Binkar with the rank of AKP (Assistant Commissioner), one Kaur Binkar with the rank of AKP or Acting Kaur Binkar with the rank of Iptu (First Police Inspector), along with three members: one handling UKP, one handling mutations and positions, and one handling applications. If necessary, two members of Urmin (Personnel) can be assigned to assist the Binkar Subdivision.

Implementation:

The proposal for the Civil Servant Rank Increase (Usulan Kenaikan Pangkat) for PNS Polri is processed 3 months before the effective date. For the rank increase on April 1, 2024, the UKP is processed starting from February 1, 2024, and for the rank increase on October 1, 2023, the UKP is processed starting from July 1, 2024. The rank increase for PNS Polri at the Metro Depok Police is celebrated at the police precinct's field to instill pride in those who are promoted. This is consistent with the practice during the rank increase of police personnel on January 1 and July 1.

Control:

For internal monitoring and control, the Metro Depok Police involve Kasiwas (Inspectorate Affairs) and Kasipropam (Personnel and Equipment Security Affairs), as well as Ur Litpers (Personnel and Legal Affairs) from the Bid Propam (Personnel and Security Affairs) at Polda Metro Jaya (Metro Jaya Regional Police). After the files are sent to the HR Bureau of Polda Metro Jaya, the supervision is also carried out by Irwasda (Welfare and Security Assistant) and Kabid Propam (Head of Personnel and Security Affairs) of Polda Metro Jaya. Subsequently, if the files have been sent to the Rank Division of the Binkar Bureau of SSDM Polri, the supervision is carried out by Itwsum (Welfare and Security Assistant) and Kadiv Propam (Division Chief of Personnel and Security Affairs) of Polri.

Qualifications:

According to the Regulation of the Chief of Police Number 4 of 2013 concerning the Recruitment of Police Civil Servants (CPNS Polri), the recruitment of CPNS Polri consists of sources from the General Applicant and the Police Officer Candidate (PHL Polri). According to the Regulation of the Chief of Police Number 16 of 2017 dated October 30, 2017, regarding the Career Path of Civil Servants in the Police, CPNS Polri, when appointed, is given a rank in the rank group according to the level of education (graduate of elementary school, junior high school, senior high school, diploma-3, diploma-4, bachelor's degree, master's degree, and doctoral degree), namely: Graduates of S3 are projected to PNS Rank IIIC with the highest rank of Pembina Tk I (IVB). Graduates of S2 are projected to PNS Rank IIIB with the highest rank of Pembina (IVA). Graduates of S1/D4 are projected to PNS Rank IIIa with the highest rank of Penata Tk. I (IIID). Graduates of D3 are projected to PNS Rank IIC with the highest rank of Penata (IIIC). Graduates of SMA are projected to PNS Rank IIA with the highest rank of Pengatur Tk. I (IID). Graduates of SMP are projected to PNS Rank IC with the highest rank of Pengatur (IIC). And graduates of SD are projected to PNS Rank IA with the highest rank of Pengatur Muda (IIA). This projection can exceed the highest rank if they have undergone the required education and/or competency development training. There are two types of education and training for PNS Polri: technical, functional, social-cultural, and managerial competency development training, as well as the cadet school.

According to Government Regulation Number 12 of 2002 concerning Amendments to Government Regulation Number 99 of 2000 concerning the Rank Increase of Civil Servants, Article 8 states that regular rank increases for PNS Polri are given up to: Pengatur Muda (IIA) for those with an elementary school diploma; Pengatur (IIC) for those with a junior high school diploma; Pengatur Tingkat I (IIB) for those with a Vocational High School diploma; Penata Muda Tk. I (IIIB) for those with a senior high school diploma, 3-year Vocational High School diploma, 4-year Vocational High School diploma, Diploma I, or Diploma II; Penata (IIIC) for

those with a Special Education Teacher diploma, Diploma III, Bachelor's degree, or Academy diploma. Penata Tingkat I (IIID) for those with a Bachelor's degree (S1) or Diploma IV diploma; Pembina (IVA) for those with a Doctor's degree, Pharmacist diploma, or Master's degree (S2) or equivalent diploma; Pembina Tingkat I (IVB) for those with a Doctor's degree (S3).

Additionally, the selection process for rank increase through exams includes: First Level Rank Increase Service Exam (UDKP Tk. I) and Diploma Adjustment Service Exam (UDPI), as regulated by the Regulation of the Chief of Police Number 14 of 2006 concerning the Implementation of UDKP Tk. I and UDPI for Civil Servants in the Police. This is followed by the Announcement of the Chief of Police Number: Peng/15/IV/Dik.2.2./2023 dated Exam for the First Level Rank Increase Service (UDKP) Tk. I and Tk. II, as well as the Diploma Adjustment Service Exam (UDPI) for PNS Polri for the 2023 Academic Year. The requirements for UDKP II include: PNS Polri with the rank of Penata Tk. I (IIID) and a minimum Bachelor's degree with a minimum accreditation of B. The requirements for UDKP I include: PNS Polri with the rank of Pengatur Tk. I (IID) and a high school diploma or equivalent. The requirements for the Diploma Adjustment Service Exam (UDPI) include: PNS Polri in Grade I with the rank of Juru (IC) and a Bachelor's degree, as well as PNS Polri in Grade II with the rank of Pengatur (IIC) with a Bachelor's degree and accreditation B. The projection can exceed the highest rank if they have undergone the required education and/or competency development training.

Competence:

Optional rank increases are given to Civil Servants who have competencies in: occupying certain structural or functional positions; occupying specific positions appointed by Presidential Decree; demonstrating outstanding work performance; making new discoveries beneficial to the country; being appointed as a state official; obtaining a Certificate of Completion/Degree; carrying out study duties and having previously occupied certain structural or functional positions; having completed and passed study duties; being employed or assigned full-time outside their parent agency, appointed in a leadership position with the determined equivalent level or specific functional position.

Civil Servants who occupy structural positions and whose rank is still one level below the lowest rank determined for that position can be promoted one rank higher if:

- 1) They have been in their current rank for 1 (one) year;
- 2) They have been in the structural position they occupy for at least 1 (one) year;
- 3) Every aspect of work performance evaluation is at least rated good in the last two years.

Managerial competency development training includes:

- 1) Middle leadership equivalent to Leadership Training Level I (Diklatpim Tk. I).
- 2) Primary leadership equivalent to Leadership Training Level II (Diklatpim Tk. II).
- 3) Administrator leadership equivalent to Leadership Training Level III (currently referred to as PKA).
- 4) Supervisor leadership equivalent to Leadership Training Level IV (currently referred to as PKP).

The basis for implementing this training is: National Administrative Institute Regulation Number 1 of 2020 concerning Amendments to the National Administrative Institute Regulation Number 6 of 2018 concerning National Leadership Training (PKN) Level I. In its implementation, the Police issue Announcement Number: Peng/13/VIII/Dik.2.2./2023 dated August 22, 2023, regarding the Integrated Selection of the Sespimti Polri Education Program 33rd, Lemhannas RI PPRA LXVII, and PKN Level I LAN RI for the 2024 Academic Year. The duration of Education PKN I is 4 months at the LAN RI Training Center in Pejompongan,

Jakarta, with requirements including PNS Polri with the rank of Pembina Utama Muda (IVC) and a graduate of PKN Level II or equivalent.

National Administrative Institute Regulation Number 2 of 2020 concerning Amendments to the National Administrative Institute Regulation Number 2 of 2019 concerning National Leadership Training (PKN) Tk. II. In its implementation, the Police issue Announcement Number: Peng/4/I/Dik.2.5/2023 concerning the Implementation of Participant Selection for PKN Level II for the 2023 Academic Year. The duration of Education is 4 months at the Polri Training and Education Center and several ministries, with requirements for PNS Polri including at least the rank of Pembina (Grade IVA), occupying Eselon III positions, a minimum Bachelor's degree with accreditation at least B, a graduate of PKA, and aged at most 53 years. National Administrative Institute Regulation Number 7 of 2020 concerning Amendments to Regulation Number 16 of 2019 concerning Administrative Leadership Training (PKA). Previously known as Diklatpim III, with requirements including PNS Polri with the rank of Penata (IIIC), at least a Bachelor's degree, having occupied Eselon III positions, and aged at least 47-53 years.

National Administrative Institute Regulation Number 6 of 2020 concerning Amendments to Regulation Number 15 of 2019 concerning Supervisory Leadership Training (PKP). Previously known as Diklatpim IV, with requirements including PNS Polri with the rank of Penata Muda (IIA), at least a Bachelor's degree, having occupied Eselon IV positions, and aged at most 53 years.

Performance:

One of the required documents for the UKP proposal is to include a performance assessment for the last 2 years. If the performance score is below the standard, the individual is not eligible for a rank increase. In addition to UKP, the HR Division of the Metro Depok Police also conducts activities related to transfers, appointments, and dismissals within the ranks of PNS Polri (Grade I, II, and III). For Grade IV, Metro Depok Police proposes to the Metro Jaya Regional Police Chief (Kapolda Metro Jaya). Its implementation is regulated by the Regulation of the Chief of Police Number 16 of 2017 dated October 30, 2017, concerning the Career Path of Civil Servants in the Police environment.

Based on Wenny's research in 2018, there is a unique career development form for all librarians under its umbrella. Librarians themselves hold a functional position that is equivalent to other functional positions such as police, lecturers, doctors, etc. They require guidance to achieve good results, especially in their career field. The differences in the forms of guidance for each profession are due to their nature, functions, and needs. Career development is carried out through four forms: education-based guidance, training-based guidance, job position-based guidance based on rank, and expertise. To ensure the smooth implementation of career development, the HR Department of the Metro Depok Police carries out merit-based career development activities as follows:

Planning

The HR Department of the Metro Depok Police conducts mapping based on data available in the SIPP Polri related to the personal history of Metro Depok Police personnel based on their rank. The goal is to facilitate the placement of the right person in the right position according to competence and experience. Additionally, coordination is done with the Kasipropam and Kasiwas to address personnel issues in the Metro Depok Police, ensuring correct placements.

Organization

The Metro Depok Police organizes the Career Consideration Council (DPK) consisting of the Chief of Police, Deputy Chief of Police, Head of HR, Kasipropam, and Kasiwas. The DPK is responsible for determining transfers, appointments, and dismissals within the ranks of

the Civil Servants at the Metro Depok Police. In preparing the DPK's agenda, the HR Department is assisted by a Subdivision Head for Career Development with the rank of Commissioner or Acting Subdivision Head with the rank of Assistant Commissioner, a Section Head for Career Development with the rank of Assistant Commissioner or Acting Section Head with the rank of First Police Inspector, and an operator.

Implementation

The Head of HR at the Metro Depok Police is responsible for preparing the agenda for transfers, appointments, and dismissals of personnel at the Metro Depok Police, including Civil Servants. This involves considering proposals from the unit chiefs and police precinct chiefs, as well as personal history data. Internal meetings are held to discuss the agenda, and the Deputy Chief of Police leads the DPK meeting with the participation of the Head of HR, Subdivision Head for Career Development, Kasipropam, and Kasiwas. The results of the meeting are reported to the Chief of Police of the Metro Depok Police. If there are inaccuracies, further meetings are held to ensure the right person is placed in the right position. For personnel placement, including Civil Servants in Grade II/I, considerations are made based on the percentage of actual personnel compared to the DSP (Police Personnel Data) in a unit and police precinct, ensuring personnel distribution according to organizational needs. Once approved, administrative documents for transfers, appointments, and dismissals, such as decisions, decrees, and letters from the Chief of Police of the Metro Depok Police, are prepared and signed by the Head of HR. The distribution of these documents within the Metro Depok Police is carried out, and the information is reported to the HR Bureau of the Metro Jaya Regional Police and input into the SIPP Polri application.

Supervision and Control

Internal supervision and control at the Metro Depok Police are carried out by the Kasiwas and Kasipropam. While employee supervision has been implemented well, there is a need to improve the evaluation and control functions by leaders in terms of career development for civil servants at the Metro Depok Police. This is due to the lack of clear regulations regarding structural and functional positions for civil servants. All positions can be filled by police officers, but not all positions can be occupied by civil servants. This lack of clarity hampers the optimal implementation of career development for civil servants at the Metro Depok Police.

Qualification

In the implementation of job mutations, considerations include general education backgrounds (Ph.D., Master's, Bachelor's, Diploma-4, Diploma-3, High School, Junior High School, Elementary School), general development education (PKA, PKA, PKN), special/technical development education, and attended training. According to the Regulation of the Chief of Police Number 4 of 2013 concerning the Recruitment of Police Civil Servants, the recruitment of CPNS Polri consists of sources: General Applicants and Police Officer Candidates (PHL Polri). According to the Regulation of the Chief of Police Number 16 of 2017 dated October 30, 2023, regarding the Career Path of Civil Servants in the Police, it is outlined as follows:

- a. When appointed, CPNS Polri are given a rank in the rank group according to their level of education (graduates of elementary school, junior high school, high school, D3, D4, Bachelor's, Master's, and Ph.D.), as follows:
 - 4) Graduates of S3 are projected to PNS Grade IIIC with the highest rank of Senior Counselor I (IVB).

- 5) Graduates of S2 are projected to PNS Grade IIIB with the highest rank of Senior Counselor (IVA). Graduates of S1/D4 are projected to PNS Grade IIIa with the highest rank of Junior Expert I (IIID).
 - 6) Graduates of D3 are projected to PNS Grade IIC with the highest rank of Junior Expert (IIC).
 - 7) Graduates of high school are projected to PNS Grade IIA with the highest rank of Junior Supervisor I (IID).
 - 8) Graduates of junior high school are projected to PNS Grade IC with the highest rank of Junior Supervisor (IIC).
 - 9) Graduates of elementary school are projected to PNS Grade IA with the highest rank of Junior Assistant Supervisor (IIA).
- b. These projections can exceed the highest rank if they have undergone education and/or competency development training as required. There are two types of education and training for PNS Polri: technical, functional, socio-cultural, and managerial competency development training, as well as cadre school

Competence

The purpose of personnel job transfers at the Metro Depok Police, including civil servants, is for career development, improving the abilities of civil servants, and meeting organizational needs. Mutation types include transfers between work units and territorial units, inter-agency transfers, and promotions, equivalence, and repositioning of positions. Some aspects of the existence of civil servants, such as qualification standards, competency development, understanding of professional commitments, career promotions, welfare, and bureaucratic ethics, need to be improved. Recruitment and qualification standards for PNS Polri in force until now do not fully guarantee the inclusion of the best and professional candidates as expected by the institution. The symptoms of nepotism and the use of facilitation money are the main obstacles to the establishment of professionalism. Therefore, higher qualification standards and stricter examination procedures are needed in the recruitment (selection) process for Civil Servant candidates (CPNS) to be recruited by reviewing the suitability of qualifications with the needs of the Metro Depok Police. After prioritizing qualifications, a transitional stage is needed before someone assumes duties and responsibilities in the office. Formal education on the intricacies of governance, including the basis of the Indonesian National Police, needs to be provided to instill a strong commitment to service and dedication to the community. The existing probation program needs to be improved.

Performance

Structural positions for Civil Servants in grades 4A to 4E in the administrative field are peak positions that can be occupied by PNS Polri at the Metro Depok Police and other work units in the Indonesian National Police. This is because the role of civil servants in the police organization is to assist in administrative tasks and tasks that require specific expertise unrelated to the main tasks of the police, which are law enforcement and the maintenance of public order.

CONCLUSION

Conclusion in this research on career development based on the merit system at the Metro Depok Police Resort of the Jakarta Metropolitan Regional Police has resulted in several conclusions that cover aspects of planning, organizing, directing, and supervising, as well as education qualifications, competencies, and performance. In the context of planning, there is a lack of optimization in planning the needs of civil servants, caused by the ambiguity of specific job positions for them. The organization of career development is also hindered by the lack of regulation of structural and functional positions for civil servants, resulting in suboptimal

career development. The placement of civil servants resulting from recruitment is also not in line with the formation, especially in functions outside specific functional positions. Furthermore, supervision of employees has been carried out well, but there is a need for improvement in the evaluation and control functions by leaders. Educational qualifications are also unbalanced between members of the police and civil servants, with a dominance of police members in the types of education and training. Although the competencies of civil servants at the Metro Depok Police Resort are in line with their roles in the organization, civil servants who have completed Level II PKN have not been accommodated to occupy echelon II positions. Nevertheless, the performance aspect has been well organized to support career development and the achievement of organizational goals.

To realize a more effective career development strategy for police civil servants, recommendations are given for the police to formulate specific structural and functional positions for civil servants, as well as to implement the four aspects of human resources management optimally. A more prospective career development stage is also proposed, involving placement according to educational background, internship processes, performance evaluations, proposals for promotions, transfers, and a recapitulation of performance assessments.

The suggested recommendations include efforts to improve the quality of civil servants academically and practically, by providing opportunities for further education and training. A career development strategy prioritizing education, competency, and performance of civil servants is also needed, with budgetary support to enhance quality uniformly. Strategic recommendations involve changing the career development process by transitioning to a digitally-based method, identifying bottlenecks, and developing a comprehensive career development plan with specific structural and functional positions. Additionally, it is recommended to revise regulations related to the career development of police civil servants so that the research findings can be effectively implemented in career management for civil servants.

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