



## Career Development Analysis to Improve the Performance of the State Civil Apparatus (Case Study at the Secretariat of the Council of Regional Representatives for the Regional Tambrauw Regency, West Papua)

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**Abstract:** The pattern of development for the state civil apparatus is career development which is one of the factors to improve employee performance. Career development involves improving/progressing employee careers within the scope of the organization. Career development as promotion within the organization, as well as a clear career pattern. This research is to analyze career development in order to improve the performance of state civil servants at the Secretariat of the People's Representative Council of Tambrauw Regency, West Papua. The research is qualitative in nature with 7 informants and 2 key informants. The analysis uses a descriptive approach that describes a career development model based on management capabilities, functional, security, creativity and innovation as well as independence to improve the performance of the state civil apparatus.

**Key words:** career development, performance.

### INTRODUCTION

#### Background

Government bureaucracy in the regions based on Law Number 23 of 2014, mandates planned and comprehensive bureaucratic reform efforts which include aspects of strengthening civil society, upholding the rule of law, development strategies and strengthening the national economy and political development and strengthening state civil apparatus, all of which are interrelated and influence one another. Bureaucratic reform was carried out in an effort to realize good governance among government officials both at the central and regional government levels. Bureaucratic reform is one of the efforts to carry out fundamental reforms and changes to systems and governance, especially with regard to institutional (organizational) aspects.

One pattern of developing the state civil apparatus is career development which is one of the factors to improve employee performance. Career development (Dubrin, 2015) career development is "staffing activities that help employees plan their future careers at the company so that the company and the employees concerned can develop themselves to the fullest. Career development is needed by companies and to improve employee performance. Career development can be interpreted as staffing activities to help employees plan future careers where they work. So that the employees concerned and also the agency can develop themselves optimally. In employee career development, there are several programs that we often hear such as training, coaching, promotions, and so on. Starting a career development program is not easy, especially if it's the first time for a new employee.

Career development is a process of self-knowledge, exploration, and decision-making that shapes an individual's career.

Work performance is the result of work in quantity and quality achieved by an employee in carrying out tasks and in accordance with responsibilities. Performance depends on a combination of skills, effort and opportunities acquired. This means that performance is the result of the employee's work over a certain period and the focus is on the employee's work in a certain period.

The Secretariat of the Regional People's Representative Council of Tambrauw Regency, West Papua is a district-level regional people's representative institution in Tambrauw Regency, West Papua. In a large and complex organization it is impossible for the people's representatives (DPRD) to work alone. It is an absolute requirement that he must be assisted by other people who really have the ability and expertise in a certain field, in matters of a technical nature that cannot be reached with any thought by the people's representatives, because every human being is basically nothing perfect, so wherever the advantages are still there are drawbacks. In assisting and carrying out the tasks of the DPRD, it is the staff who are an element of service to the DPRD. In the system of government in the Regions, it is known that there is a government consisting of the Regional Head and the Regional People's Representative Council which are partners in the context of administering governance in the regions.

The problems encountered in the service performance of the Regional DPRD Secretariat, where the performance of the apparatus in the planning function is still minimal, and the distribution of apparatus based on tasks and functions in various affairs and tasks in SKPD is still lacking. Sectoral strategic issues raised to find strategic solutions in helping the performance of the Tambrauw Regency DPRD, namely the quality of human resources is relatively uneven, work facilities and infrastructure are not yet optimal, and the implementation of organizational internal management (coordination, integration, synchronization is not optimal) ). In making employee performance targets (SKP) it only applies to employees who have a work period of 4 years starting from the work period of the employee at the Secretariat of the Regional People's Representative Council of Tambrauw Regency.

Based on these conditions, the researchers made the basis for carrying out research on career development and employee work performance with the title: "Career Development Analysis to Improve the Work Performance of State Civil Apparatus (Case Study at the Secretariat of the Regional People's Representative Council of Tambrauw Regency, West Papua)".

### **Research purposes**

The purpose of this study is to analyze:

1. Career development based on career planning/development and its benefits to improve the work performance of the State Civil Apparatus.
2. Career development based on career development programs to improve the work performance of the State Civil Apparatus.
3. Career development based on the role assessment and performance appraisal system or job evaluation to improve the work performance of the State Civil Apparatus.
4. Career development based on promotion procedures to improve the work performance of the State Civil Apparatus.
5. Career development based on transparency of career opportunities to improve the work performance of the State Civil Apparatus.

## **LITERATURE REVIEW**

### **Human Resource Management**

Human resource management can be described as a process consisting of planning, organizing, leading, and controlling activities related to job analysis, job evaluation, procurement, developments, compensation, promotion and termination of employment to achieve the goals set. . HRM is a

process that consists of planning, organizing, leading, and controlling human resource activities and other resources to achieve the goals set efficiently (Panggabean, 2014). The success of a company/organization is greatly influenced by the quality of its human resources, the human resources will perform well if led and managed properly.

Human resource management is part of management science which focuses its attention on regulating the role of human resources in organizational activities. Based on this explanation, it can be understood that the regulation in question places more emphasis on system aspects, while human resources places more emphasis on the human aspect as a system driver who has certain capabilities. Human resource management is an effort to create an organization whose existence is needed by the community, through the planning and action of providing public services and implementing development for the welfare of the community, which focuses on increasing work capacity in a sustainable manner based on ethics and high social responsibility at work. Management of human resources and organization is the key to the existence of an organization. human refers to the policies, practices, systems that influence the behavior, attitudes, and performance of employees. Human resource management can be interpreted as a process for obtaining, training, assessing, compensating employees, their safety, managing their work relations, health, and also some matters relating to justice. Based on this description it can be understood that human resource management is an activity to achieve organizational success in achieving its goals, its various objectives and its ability to face challenges, both external and internal through policies, practices and systems that influence behavior, attitudes and performance. Pagawai (Yunarsih and Suwatno, 2014) systems that influence employee behavior, attitudes, and performance. Human resource management can be interpreted as a process for obtaining, training, assessing, compensating employees, their safety, managing their work relations, health, and also some matters relating to justice. Based on this description it can be understood that human resource management is an activity to achieve organizational success in achieving its goals, its various objectives and its ability to face challenges, both external and internal through policies, practices and systems that influence behavior, attitudes and performance. Pagawai (Yunarsih and Suwatno, 2014) systems that influence employee behavior, attitudes, and performance. Human resource management can be interpreted as a process for obtaining, training, assessing, compensating employees, their safety, managing their work relations, health, and also some matters related to justice. Based on this description it can be understood that human resource management is an activity to achieve organizational success in achieving its goals, its various objectives and its ability to face challenges, both external and internal through policies, practices and systems that influence behavior, attitudes and performance. Pagawai (Yunarsih and Suwatno, 2014) compensating employees, their safety, taking care of their work relations, health, and also some things related to fairness. Based on this description it can be understood that human resource management is an activity to achieve organizational success in achieving its goals, its various objectives and its ability to face challenges, both external and internal through policies, practices and systems that influence behavior, attitudes and performance. Pagawai (Yunarsih and Suwatno, 2014) compensating employees, their safety, taking care of their work relations, health, and also some things related to fairness. Based on this description it can be understood that human resource management is an activity to achieve organizational success in achieving its goals, its various objectives and its ability to face challenges, both external and internal through policies, practices and systems that influence behavior, attitudes and performance. Pagawai (Yunarsih and Suwatno, 2014)

Human resource management is basically the steps of planning, attracting, selecting, developing, maintaining, and using human resources to achieve individual and organizational goals. Therefore the success of managing an organization is largely determined by the activities of utilizing human resources, because human resources are very important in determining the survival of an organization.

### **Career development**

According to Handoko, career development is an increase in personal improvement that is carried out by someone to achieve the desired career and for employees/employees they really hope for

career development because it is useful to motivate them to work well. (Sinambela, 2019:260)

This is in line with the opinion of Riva'i and Sagala who stated that career development is a process of increasing individual work ability achieved in order to achieve the desired career. Meanwhile, according to Sedarmayanti (2015), career development is defined as an effort made by an employee to achieve his goals. achieve the desired position in working for an agency or company (Cut Ermiati et al.. 2018: 20)

According to Hasibuan (2016), career development consists of a number of indicators, namely:

1. Company policy, namely the availability of career development within a company through a policy that is open to any outstanding employee.
2. Job performance, is career development which is evaluated through the work performance of an employee in certain periods.
3. Educational background, namely the career development method by looking at and connecting job descriptions with employee education.
4. Training, namely facilities provided by the company to improve the quality of work in the future.
5. Work experience, namely employees who have the ability and competence to occupy various available positions and are considered capable of contributing to the company.
6. Loyalty to the company, meaning employees who have worked for a company for a long time.

According to Mangkunegara (2011) the goals of career development include:

1. Reducing turnover and staffing costs Career development will reduce turnover and make staffing costs more effective
2. Invigorate the analysis of all employees. Career development is needed to become material for integrating employee plans.
3. Demonstrates employee welfare relationships. Career development indicates a company's commitment to improving employee welfare. On the other hand this is intended to increase employee loyalty.
4. Reducing potential and managerial obsolescence Career development aims to avoid boredom from a profession or managerial.
5. Helping employees realize their talent capabilities Career development will make employees aware of their talents so that they can see their potential to be able to develop to a certain level and according to their talents or expertise
6. Proving social responsibility Career development is one way to create a positive work climate and make employees have a healthy attitude and mentality
7. Assist in achieving individual and company goals Career development helps achieve individual goals and company goals. Being in a certain position is an indication of achieving individual goals and company goals due to good work performance.
8. Strengthening the relationship between employees and the company Career development can strengthen employee attitudes towards the company.
9. Help strengthen the implementation of company programs Career development helps strengthen company programs that are tailored to company goals.
10. Activate a thought (view) over a long period of time. This is because the placement of a position requires terms and qualifications that are adjusted to the portion.

There are five basic principles that serve as career development guidelines according to Edwin B. Flippo (2010), namely:

1. **Managerial ability.** Managerial abilities are those who have the capacity to assume meaningful responsibility, the ability to influence and control others and skills in solving problems or in other words people who have analytical, interpersonal, intergroup and emotional abilities.
2. **Technical functional ability.** Technical functional abilities are personnel who have a high commitment to their functional work and consider that administrative work is not suitable for them.
3. **Security.** Security in career development is based on personnel efforts to seek protection and security for themselves.
4. **Creativity.** Creativity is personnel/employees who show great interest in creating and developing something new.
5. **Autonomy-independence.** Independence autonomy is an employee who yearns for freedom in doing his job.

### **Performance**

Employee performance in general is a manifestation of the work done by employees which is usually used as a basis or reference for evaluating employees in a good organization is a step towards achieving organizational goals, therefore performance is also a determining tool in achieving organizational goals, so efforts should be made to improve employee performance. According to Kasmir (2019: 184) performance is the result of work and work behavior that has been achieved in fulfilling the tasks and responsibilities given during a certain period of time. According to Kasmir (2019: 182) performance is the result of work and actions that are achieved by fulfilling the tasks and responsibilities given within a certain period of time.

Performance is a result of optimal work performance carried out by a person or group or business entity. Traditional performance measurement is a performance measurement that is oriented to the financial sector and the ability to earn profits. An organization is said to have good performance if the financial statements receive profits, in accordance with predetermined targets. Employee performance management is carried out to achieve organizational goals and objectives through:

1. improving the quality and capacity of employees;
2. strengthening the role of Leaders; And
3. strengthening collaboration between Leaders and Employees, between Employees, and between Employees and other stakeholders.

Factors that affect performance according to Anwar Prabu Mangkunegara in Human Resource Management (2011) are:

1. **Capability Factor.** An employee's ability consists of potential ability (IQ) and reality ability (Knowledge + Skill). This means that if an employee has an IQ above the average (IQ 110-120) with adequate education for his position and is skilled in doing his daily work, it will be easier for him to achieve the expected performance.
2. **Motivational Factors.** Motivation is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that drives employees self-directed to achieve work goals, while attitude is a mental condition that encourages employees to try to achieve maximum work performance.

Performance Indicators according to Sastrohadiwiryonamely loyalty, work performance, responsibility, honesty, cooperation. While the performance aspects can be seen as follows:

1. Results of work, how someone gets something done,
2. Discipline, namely accuracy in carrying out tasks, how a person completes his work in accordance with the demands of the time needed,



3. Responsibility and cooperation, how can someone work well even in the presence or absence of supervision.

According to Dessler there are seven factors in performance appraisal, namely:

1. Work performance, including accuracy, thoroughness, skill, and acceptance of output
2. Quantity of work, including: volume of output and contribution
3. Required leadership, including: requiring advice, direction or improvement
4. Discipline, including: attendance, sanctions, papers, regulations, reliability and timeliness.
5. *cooperative*. Respondents' assessment of willingness to cooperate with others (members of the organization)
6. *initiative*. Respondents' assessment of enthusiasm for carrying out new tasks and enlarging their responsibilities.
7. *Personal quality*. Respondent's assessment of personality, friendliness and self-integrity.

## RESEARCH METHODS

In this research used descriptive research with a qualitative approach, meaning research that describes certain objects and explains things related to systematically describing facts or characteristics of certain populations in certain fields factually and accurately. This research is descriptive in nature because this research merely describes an object to draw general conclusions. In this study the author will describe this research related to career development analysis in order to improve the work performance of state civil servants (a case study at the Secretariat of the Regional People's Representative Council of Tambrauw Regency, West Papua).

### Research sites

This research was conducted at the Secretariat of the Regional People's Representative Council of Tambrauw Regency, West Papua, Jalan Irawiam Number 01 Fef, Tambrauw Regency.

### Population and Sample

The population in this study amounted to 41 people based on data from Civil Servants at the Secretariat of the Regional People's Representative Council of Tambrauw Regency, the population is the Secretary of the Regional People's Representative Council of Tambrauw Regency, West Papua.

The sample in this thesis research was taken using purposive sampling, namely the sample taken can represent the existing population. The number of samples taken was 9 (nine) State Civil Servants at the Secretariat of the Regional People's Representative Council of Tambrauw Regency, West Papua.

### Characteristics of informants

**Table 1. Distribution of informant characteristics based on gender, age, and years of service (n = 9)**

Informant	Frequency (F)	Percentage (%)	
Age	42 years	2	22,22
	43 years	1	11,11
	44 years	2	22,22
	46 years	1	11,11
	47 years	1	11,11
	48 years	1	11,11
	58 years	1	11,11
Gender	Man	7	77,78
	Woman	2	22,22
	8 years	1	11,11
	12 years old	2	22,22

<b>Years of service</b>	13 years old	3	33,33
	17 years	2	22,22
	32 years	1	11,11

**Source: Secretariat of the Regional People's Representative Council of Tambrauw Regency, 2023**

## Discussion

**Based on the results of the interviews we can summarize as follows:**

### 1. Career development based on career planning/development and its benefits to improve work performance as a State Civil Apparatus.

Career planning is the process by which employees select career goals and career paths towards these goals. A career path is a consequence of the particular job with which the opportunity is associated. The two processes are interrelated. Planning a career includes identifying the tools to achieve the ultimate goal, while the career path (in the context of career planning) is the means to achieve these goals. Career planning is a form of planning made by an individual or institution regarding the possibility of himself or an employee pursuing a process of promotion or position taking into account the requirements and abilities. Many people think that their current job or position in the office is the result of carefully planned plans. But not infrequently some others,

Career planning does not fully guarantee a person's success in his work. There are also other variables or factors that affect career planning in employees, such as the attitude of superiors, experience, education, and also 'fate' which also plays a role in this problem. However, making a career plan is still necessary for employees who want to maximize all possible career opportunities. Generally, successful people have career plans which they then strive to materialize because careers must be managed with an appropriate design. If not, employees are not used to being ready for the various career opportunities that come their way. On the other hand, the personnel department of the institution will also find it difficult to arrange personnel or internal organizational staffing.

Career development is very important to do to improve individual work ability, reduce employee anxiety about periodic rank levels, while the expected benefits can encourage growth where good Career planning will encourage employee morale to grow and develop, change patterns and lifestyles that are harmonious, encourage the growth of good Career planning can encourage work enthusiasm for me as an ASN within the DPRD Secretariat to grow and develop and be able to improve and to increase the effectiveness of ASN work implementation as well as make the best contribution to organizational goals with a different environment and better and more influential work implementation for ASN at the Tambrauw District Secretariat to obtain the expected position or position for ASN.

Career development programs provide benefits to both the organization and employees. The benefits obtained by the organization by developing a career include: increasing the ability of the organization to obtain and retain qualified employees; ensure the availability of the required experts; increase employee motivation; keep the regeneration process running well. Meanwhile, the benefits obtained by employees from career development are being able to increase responsibility; maximize the use of one's potential; increasing autonomy; and can add challenges at work

### 2. Career development based career development programs to improve the work performance of the State Civil Apparatus.

Career development is personal improvement carried out by a person to achieve a career plan and improvement by the personnel department to achieve a work plan in accordance with organizational paths or levels, career development programs are personal and organizational efforts to achieve a career plan. Related to the career development of State Civil Servants, career development programs based on Government Regulations include: (1) Education: basic education, general education and tertiary education (2) Education and in-service training, training and education (3) Years of service (4) Rank and class (5) Position, is a position that shows the duties, responsibilities, authority rights of an employee (6) DP3 includes: loyalty, work performance, responsibility, honesty,

The Career Development Programs at the Secretariat of the Regional People's Representative Council of Tambrauw Regency can be summarized as follows:

1. Movement, Rotation and Promotion;
2. carrying out the activities of the BinteK Secretariat of the DPRD through learning assignment programs, and increasing career-level education and training programs, for example training for Pim II, III and Pim IV;
  1. Discussion/Dialogue is by holding open meetings between leaders and subordinates
  2. prepare recommendations for employees in an effort to develop one's career well.
  3. Involve DPRD Secretariat employees in formulating career development plans for us at the DPRD Secretariat.
  4. Make a Career development plan form that is filled out by DPRD Secretariat employees regarding Career plans and possibly what is needed to develop a Career.
  5. Career development programs in the Tanbrauw Regency DPRD are positions given to individuals/ASN who have fulfilled the requirements given to the Sekwan, Head of Section, Head of Subsection and others.
3. Career development based on **the role of appraisal and performance appraisal system or work evaluation in order to improve the work performance of the State Civil Apparatus.**

ASN's pattern and career path is already an act of placing the right employee in the right position (the right man in the right place). The career pattern here is a career sequence based on a cognate field that must be passed by an employee. This explanation is supported by the results of in-depth interviews with key informants that the preparation of career patterns at the secretariat of the Tambrauw Regency DPRD follows the following procedure steps. First, officers arrange the organizational functions of the secretariat of the Tambrauw Regency DPRD council based on field groups. Management arranges functions over engineering group, general and financial group, quality control group, and so on according to the needs of the organization. Second, the next step is to make a sequence of career fields that can be passed by an employee.

The success of ASN's career at the Tambrauw Regency DPRD secretariat was influenced by the following things. 1) His formal education; 2) Work experience; 3) The attitude of the boss; 4) work performance; 5) work weight; 6) There are job vacancies; 7) Work productivity; and 8) The scope of existing career planning. The scope of ASN career planning for the secretariat of the Tambrauw Regency DPRD includes the following. a) Planning levels of positions or rank of employees. There is a matching pyramid of ranks in accordance with the span of control principle in the organization.

Career development must be carried out through growing ASN career needs, creating conditions and opportunities for career development and making adjustments between the two through various personal mutations. ASNs are encouraged to develop this potential to be proven later in carrying out work more effectively and productively accompanied by positive behavior so that the secretariat organization of the Tambrauw Regency DPRD council is increasingly able to achieve its various goals and objectives, and ASNs also achieve a higher level of satisfaction.

Evaluation of the performance of the secretariat of the Tambrauw Regency DPRD council, among other things, can be done by looking at the level of achievement of the job descriptions contained in each position in the work unit, for a predetermined period of time and the resources to support the implementation of the work. This effort is carried out through educational channels, pre-service training, and/or in-service training carried out through staging training in structural positions and technical and functional training for functional positions. Position mutation plan, prepared based on employee potential level, position level and position competency standards. The job transfer plan was prepared taking into account the estimated organizational needs of the secretariat of the Tambrauw Regency DPRD council with ASN planning and the results of an employee potential assessment.



Career development patterns based on appraisal roles and performance appraisal systems or work evaluations can be carried out by evaluating the following:

1. clear job map
2. job competency standard,
3. career path,
4. Employee career pattern
5. work pattern,
6. *Standard Operating Procedure* (SOP) is a series of standardized written instructions regarding the various processes of administering government administration at the secretariat of the Tambrauw Regency DPRD council, how and when to do it, where and by whom to do it.
7. Performance Assessment Instrument, the performance of the secretariat of the Tambrauw Regency DPRD council as an elaboration of the vision, mission, and strategy that indicates the level of success and failure of implementing activities in accordance with the established programs and policies.
8. ASN education and training through education, pre-service training, and/or in-service training is carried out through tiered training in structural positions as well as technical and functional training for functional positions.

According to researchers the role of performance appraisal or evaluation carried out by superiors to subordinates by looking at the results of ASN work in the last year. In addition, there are still ASNs who think that the role of assessing work performance has not run optimally, efficiently and effectively because there is no uniform and comprehensive delegation of tasks in the fields. Work evaluation is carried out to find out what causes the performance appraisal to decrease, yes so that the Leader can help to overcome it. The role of performance appraisal or evaluation for careers, namely the results of performance appraisal can be used as information in determining appropriate compensation so that an ASN can be motivated and can improve discipline, and the ability to complete tasks given by superiors. Role of performance appraisal or evaluation of one of the series processes in the management system ASN work,

#### **4. Career development based on promotion procedures to improve the work performance of the State Civil Apparatus.**

Position mutation plan, prepared based on employee potential level, position level and position competency standards. The job transfer plan was prepared taking into account the estimated organizational needs of the secretariat of the Tambrauw Regency DPRD council with ASN planning and the results of an employee potential assessment. Employee career patterns should be very closely related to the career development that is built.

A definite flow of promotions, transfers and demotions for employees as well as consistent rewards and punishments for employees, in addition to positions, career patterns must also include the possibility of promotion and demotion both regular, optional and special which are carried out in a measurable manner and with clear indicators and agreed upon by the employee. This career pattern must be prepared in a transparent manner and known by the general public, especially ASN. So that every employee understands the consequences of each job implementation on his organizational career in the future.

A clear and measurable indicator related to promotions, demotions and transfers is based on employee performance. The presence of the Performance Appraisal Team as mandated by Article 72 of this Law is a positive step, but of course in its implementation this team must be objective. The team must be able to carry out their duties in a professional, honest and transparent manner through concrete measurement indicators. Do not let the existence of the Assessment Team be laden with political interests. Placement of employees in accordance with competence is of course not without

risk, the problem that will arise with the placement of employees according to competence is the possibility of an imbalance in the number of employees.

ASN career planning here is a plan regarding the possibility of employees as members of the secretariat of the Tambah Regency DPRD council as individuals, to be able to pursue the process of promotion and position in accordance with the requirements and abilities.

Career planning also acts as a benchmark along the career path of the employee concerned. This statement is in line with the results of in-depth interviews with key informants, that with career planning at the secretariat of the Tambah Regency DPRD council as a public organization in the region, this is very useful and important for existing human resources (HR), as well as for the survival of the organization. itself. The various benefits of career planning include the following.

First, in order to align the strategy and internal employee requirements. By assisting ASN in career planning, they can anticipate their work plans and acquire the talent needed to support organizational strategy.

Second, to develop ASNs that can be promoted. Whereas career planning here helps in providing internally for the organization, for ASN talents that can be promoted to fill vacancies caused by employees retiring, resigning or organizational growth.

ASN's pattern and career path is already an act of placing the right employee in the right position (the right man in the right place). The career pattern here is a career sequence based on a cognate field that must be passed by an employee. This explanation is supported by the results of in-depth interviews with key informants that the preparation of career patterns at the secretariat of the Tambah Regency DPRD follows the following procedure steps. First, officers arrange the organizational functions of the secretariat of the Tambah Regency DPRD council based on field groups. Management arranges functions over engineering group, general and financial group, quality control group, and so on according to the needs of the organization. Second, the next step is to make a sequence of career fields that can be passed by an employee.

#### **5. Career development based on transparency of career opportunities to improve the work performance of the State Civil Apparatus.**

Based on the results of interviews about career opportunities that are announced openly and can improve work performance, we can summarize that information about official career development or any information will be announced at meetings between the DPRD Secretary and staff or announced on the Whatsapp Grub application. or attach a notification letter to the information board so that these employees can know so that in carrying out the duties of PNS/ASN in a safe, comfortable, conducive or transparent work environment or atmosphere will produce good output and can improve staff work performance due to selection promotions openly through job auctions so that structural officials who are promoted in office really have to meet the requirements that have been set, especially Rank and Grade, Job Achievement, Training, Competency of positions and also other requirements such as loyalty and dedication as well as morality.

Transparency means government openness in providing information related to public resource management activities to parties who need information. According to Dwiyanto, the concept of transparency in public services refers to a situation where all aspects of the service delivery process are open and can be easily known by users and stakeholders who need them (Dwiyanto, 2012).

Transparency means that individuals, groups, or organizations in accountability relationships are directed without any lies or ulterior motives, and that all performance information is complete and has no purpose of omitting data related to a particular issue. Transparent public services should include elements such as informativeness, provision of information flow, news, explanation of mechanisms, procedures, data, facts to stakeholders who need clear and accurate information. Openness (openness), openness of Public Information gives everyone the right to obtain information by accessing data in public bodies, and emphasizes that any public information must be open and accessible to every user of public information, apart from exempt information regulated by law.

Disclosure (disclosure), disclosure to the public or the public (stakeholders) on activities and performance carried out in determining career development policies for example.

According to Dwiyanto (2012), to find out whether a public service is transparent or not, there are 3 things that need to be considered, namely: the openness of the process of administering public services, rules and service procedures that are easy and understandable, and the ease of obtaining information about various aspects of the implementation public service. Public transparency is an openness that is serious, comprehensive, and provides a place for active participation from all levels of society in the process of managing public resources (Andrianto, 2011). There are at least 6 principles of transparency put forward by the Humanitarian Forum Indonesia (HFI), namely:

1. There is information that is easily understood and accessed (funds, methods of implementation, forms of assistance or programs).
2. There are publications and media regarding the process of activities and financial details.
3. There are periodic reports regarding the utilization of resources in project development that can be accessed by the public.
4. Annual report.
5. Organizational websites or media publications.
6. Guidelines in the dissemination of information.

The principle of transparency is not only related to things:

1. Transparency in terms of meetings.
2. Information Disclosure. Disclosure of this information relates to documents that need to be known by the public.
3. Procedural Disclosure. The openness of this procedure relates to the decision making procedure as well as the planning procedure. The openness of this procedure is an act of government that is public in nature.
4. Register Disclosure. The register is a government activity. The openness of the register is a form of government information.

Career opportunities that are announced openly can improve good work performance with the aim of selecting ASNs who have sufficient capacity, competence and integrity to fill certain positions either in the Secretary's Office or promoted to other OPDs so that our careers as ASNs are noticed by the leadership and we also have to work and be responsible for our duties and topoxy.

In addition, there were 2 key informants who were successfully interviewed who stated that ASN Career planning/development is a management process that describes the movement of ASN positions or positions towards increasing progress throughout their service in government agencies, namely from the start of becoming ASN candidates to the termination described in the process. ASN Career, with the benefits of ensuring the alignment of ASN potential with the needs of carrying out Government duties, fostering ASN capabilities and skills effectively, efficiently and rationally, ASN capabilities are honed and developed according to their talents and career potential in an organization, guarantee certainty and clarity of career development direction, opening career opportunities for potential ASN, whose performance can be prepared internationally and nationally, encourage ASN work enthusiasm to grow and develop in pursuing a career.

Prior to the career development and performance appraisal of the ASN at Sekwan, they were still working haphazardly/not in accordance with their duties and functions while working. Then changes were made in performance appraisal and career development in the field of the Head of the General Section of Administration, the Head of the Trial Section. This concerns the session for DPRD members who must be mastered, what is the preparation for the session and how the session is running properly, and the Head of Finance.

## CLOSING

### Conclusion

Based on this discussion, it can be concluded:

1. Career planning/development is very important to do to improve individual work ability, reduce employee anxiety about periodic promotion levels, The benefits of career planning/development can encourage growth in employee morale to grow and develop, change patterns and lifestyles in harmony, encourage ASN work enthusiasm in the environment DPRD Secretariat to grow and develop and be able to improve and increase the effectiveness of ASN work implementation and obtain the expected position or position for ASN.
2. Career Development Programs at the Secretariat of the Regional People's Representative Council of Tambrauw Regency are as follows:
  1. Movement, Rotation and Promotion;
  2. Implementation of secretariat bintek activities
  3. Discussion/Dialogue is by holding open meetings between leaders and subordinates
  4. Preparing recommendations for employees in an effort to develop one's career can be achieved properly.
  5. Involve DPRD Secretariat employees in formulating career development plans for us at the DPRD Secretariat, which are open and flexible to accommodate suggestions from DPRD staff.
    1. Create a Career development plan form
    2. Positions given to someone/ASN who has fulfilled the requirements.
    3. The description of Performance appraisal or Career evaluation can be concluded that
      1. The role of assessment or evaluation can be carried out by superiors to subordinates by looking at the results of the work performance of subordinates.
      2. Work assessment is carried out to find out the causes of decreased performance appraisal,
      3. As information in determining appropriate compensation so ASN can be motivated and can improve discipline and ability to complete tasks given by superiors.
      4. As one of the series processes in the work management system of the ASN Secretariat of the Tambrauw Regency DPRD for activities starting with the preparation of work performance planning which is followed up with the process of preparing Employee Performance Targets (SKP).
      5. The description of the promotion procedure at the Tambrauw District DPRD Secretariat is still not optimal due to circumstances and conditions (politics and personal/family and class approaches). And some have been running consistently and objectively.
    6. Transparency of Career Opportunities at the Tambrauw Regency DPRD Secretariat will be announced openly and transparently Information about career development will officially be announced via electronic media (Whatsapp Grub) or posted on a bulletin board at the Tambrauw Regency DPRD Secretariat

### Suggestion

It is suggested to the Secretariat of the Regional People's Legislative Assembly for Tambrauw Regency that it is hoped that the Secretariat of the DPRD, especially the General Affairs and Civil Service divisions, will socialize more up-to-date information on all matters related to career development quickly and transparently so that ASNs in their working environment immediately follow up. Suggestions that can be given by researchers to the Secretariat of the Tambrauw Regional People's Legislative Assembly are as follows:



With an overview of the importance of planning / career development and its benefits in developing ASN performance at the Tambrauw Regency Regional People's Representative Council Secretariat, it is hoped that it will further improve work performance capabilities, reduce employee anxiety about career paths and it is also hoped that ASN will receive benefits at the DPRD Secretariat to develop Future career.

With an overview of career development programs in developing ASN performance at the Secretariat of the Regional People's Representative Council of Tambrauw Regency, the programs that have been set and have been planned should be informed to the ASNs of the Secretariat of the Regional People's Representative Council of Tambrauw Regency openly so that ASN can find out when and where the ASN can find out about the programs that will be held and also the plans that will be implemented later regarding all activities related to career development and ASN work performance at the Secretariat of the Tambrauw Regency DPRD.

The role of the assessment and performance appraisal system or work evaluation to develop his career at the Secretariat of the Regional People's Representative Council of Tambrauw Regency. Description of performance appraisal or career evaluation, it is recommended to the Secretariat of the Tambrauw Regency DPRD, it is hoped that the role of the assessment or evaluation can run objectively and see from the performance of ASNs who work well and are also expected to provide performance assessments for ASNs in accordance with applicable regulations and has been stipulated by regional regulations and Central government regulations concerning Career and Performance which have been contained in Government regulations.

Regarding Promotion Procedures the researcher suggests to the Tambrauw Regency DPRD Secretariat that the information that occurs in the Tambrauw Regency DPRD Secretariat varies regarding promotion procedures which are still not optimal due to situations and conditions (politics and personal/family and class approaches). It is hoped that all forms of political, family and group approaches should not be prioritized, this will cause a clash that will occur if ASNs who have good performance do not get positions or promotions in better places and are replaced with ASNs whose performance is not good or If the DPRD Secretariat is not yet optimal, it is better if the DPRD Secretariat must wisely assess ASNs who have good work performance so that the position to get a position is in accordance with the performance assessment in accordance with applicable regulations. And;

Researchers' suggestions for the Tambrauw Regency DPRD Secretariat. that the transparency of career opportunities to improve performance at the Secretariat of the Regional People's Representative Council of Tambrauw Regency is further enhanced by providing important information to support the careers of ASNs within the DPRD Secretariat. This is a benchmark for the Tambrauw Regency DPRD Secretariat in reminding ASNs to ready to get a career for its performance from ASN work results which are measured according to their performance.

To ASN to further improve the professionalism of their work and act responsibly regarding their position and work so that they will get the best performance results. ASN in the Secretary of the Tambrauw DPRD can establish even better cooperation with members of the Council so that mutual synergy will be born in serving the public even better.

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