

Development of Career Patterns of Civil Servants in the Human Resources Staff Unit of the National Police

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ABSTRACT

The existence of civil servants in the National Police institution is something unique and distinctive because in the National Police organization, the position of civil servants is in one organization with the National Police in all units of the National Police in charge of carrying out administrative activities and tasks that require special expertise to support the activities of the National Police. For civil servants of the National Police, personnel regulations apply to the National Police and personnel regulations regulated by BKN. The purpose of this study is to analyze the causes of the lack of optimal implementation of career patterns for civil servants in the Human Resources Staff (SSDM) of the National Police and provide a description related to career pattern models that are more professional and appropriate for civil servants in SSDM Polri which can be used as a career pattern model for National Police Civil Servants. This research uses a mix method approach, quantitative data collection which is then deepened qualitatively through interviews, observations and collection of supporting documents. The result is that the career pattern of civil servants in the Human Resources Staff Work Unit is constrained by human resource management governance in the aspects of planning, organizing, procuring and directing, developing and integrating. A more protective career pattern model obtained from the results of discussion and analysis in this study is the placement of civil servants in predetermined functional and structural positions, the implementation of internships for employees who newly recruited, implementation of performance evaluation for promotion followed by attending education and training in accordance with the field of work, providing space and opportunities to actualize themselves to the duties and responsibilities that given in order to be promoted to the top position intended for civil servant after attending a series of education and training for competency development.

Keywords: Civil Servant, Career Pattern, Job Provision, Career Development

INTRODUCTION

The existence of civil servants (PNS) in the human resources staff work unit of the National Police of the Republic of Indonesia (Polri) is a complement of the National Police in carrying out duties in the work unit in accordance with the mandate of Law Number 2 of 2002. In carrying out their roles and duties, the position between civil servants and these two resources is often unbalanced, the workload of members of the National Police is always greater than that of civil servants. This refers to the data between the proportion of the number of National Police personnel and civil servants in the National Police Human Resources Staff Work Unit currently as many as 277 members of the National Police, while the number of Police civil servants is 170 people, of which

the number of civil servants is 39.6% of the total members of the National Police (Bagian Perencanaan dan Administrasi Staf Sumber Daya Manusia, 2021).

In the National Police Human Resources Staff Work Unit and other work units in the National Police, all types of positions occupied by civil servants can be occupied by the National Police, but not all positions occupied by the National Police can be occupied by civil servants. This shows that there are no positions specifically intended for civil servants because all positions can be filled by the National Police but not vice versa. This condition is a challenge in implementing the career pattern of civil servants in the Police Human Resources Staff Work Unit. This causes civil servants have not been able to play a more and significant role in the implementation of police duties outside the main duties of the National Police that cannot be done by civil servants, namely law enforcement authority and the implementation of the main function duties of the police, so they are considered incompetent in carrying out their duties.

The Career Pattern of Civil Servants in the Police Human Resources Staff Work Unit is a career path passed by every civil servant during their service journey at the National Police which is carried out through mutation and promotion (Peraturan Kapolri Nomor 16 Tahun 2017 Tentang Pola Karier Pegawai Negeri Sipil Di Lingkungan Polri). However, in practice and in fact, the Chief of Police Regulation on the Career Pattern of Civil Servants has not been implemented optimally so that the potential of civil servants has not been utilized optimally to support the improvement of organizational performance. The non-optimization can be seen in the Table 1:

Table 1.
Data on Leadership Training and Civil Servant Positions on the National Police Human Resources Staff (SSDM) as of February 2021

UNIT	DIKBANGUM				POSITION					SUM	
	PKP	PKA	PKN II	PKN I	NON EHELON	EHELON IVB	EHELON IVA	EHELON IIIB	EHELON IIIA		EHELON IIB3
SSDM POLRI	19	33	5	0	96	14	14	37	9	-	
SUM	19	33	5	0	96	14	14	37	9	-	170

Source: Police SSDM Planning and Administration Section (2021)

Table 1 shows 3 problems with the career pattern of civil servants in the Police Human Resources Staff Unit, namely: First, there are no Police civil servants who can occupy positions equivalent to echelon IIB3 due to unclear career patterns and formations provided for civil servants that allow Police civil servants to have careers up to echelon IIB3 positions; second, the lack of National Police civil servants who attend National Leadership Training level II and the absence of civil servants who can attend National Leadership Training or level I, and ; third, there is a discrepancy in the proportion in the placement of civil servants in echelon IIIB and IIIA positions.

A National Police civil servant can be placed in an administrator position if he has the lowest qualifications and level of education as a bachelor or Diploma IV, has experience in assignment to the position of supervisor for at least 3 years or a position at the same level as the position of supervisor according to the field of duty of the position will be dudududki, integrity and good morality, the value of work performance for the

last two years is good, physically and spiritually healthy, the results of the evaluation of the civil servant work assessment team within the National Police show that the civil servant has technical, managerial and socio-cultural competencies in accordance with the standards defined competencies .

Data on National Police civil servants who have attended Administrator Leadership Training and National Leadership Training Tk. II are far less than civil servants who have been placed in echelon IIIB and IIIA positions, even though one of the requirements for occupancy both positions are having attended Administrator leadership training or Kindergarten National Leadership Training II.

This condition affects the motivation of civil servants in the National Police Human Resources Staff Task Force to develop themselves for the development of their competencies, the impact of which is most evident as a result of unclear career patterns and formations provided for civil servants in the organizational structure of the Police Human Resources Staff Work Unit and the incompatibility of position placement with the education and training that has been followed, among others, is the lack of motivation and interest of civil servants to take part in managerial development education and technical development education because they assume that education does not have a significant effect on career coaching. This can be seen from the minimal number of civil servants in the National Police Human Resources Staff Work Unit who participated in vocational education and technical specialization from 2018 to 2021, Police civil servants in the Work Unit The National Police Human Resources staff who participated in official vocational education were only 2 people and technical specialization education was only 5 people out of 170 civil servants.

The condition of civil servants in the National Police Human Resources Staff Work Unit is certainly not in accordance with the good civil servant career development policy regulated by the State Civil Service Agency as well as by the Indonesian National Police itself. The arrangement of the career pattern of civil servants as an archetype related to a series of positions through the placement or mutation of civil servants which is a description of the transfer of positions occupied to a higher direction throughout their service period which is managed by applying the principle of the merit system will never be achieved in the Police Human Resources Staff Work Unit. Therefore, there must be a harmonious balance between the development of civil servants' self-competence shown in the organization with an objective assessment mechanism by the organization and independent self-development by employees. Prioritizing the principle of professionalism in appointment in one position in accordance with the needs of the organization.

METHOD

This research uses a mixed research method with loci in the National Police Human Resources Staff Work Unit. Data collection techniques are carried out in three ways, namely: first, quantitative information mining using questionnaires through google form to respondents, namely Police Civil Servant personnel at the National Police Human Resources Staff Work Unit regarding their perceptions and expectations of civil servant career patterns using the purposive sampling method formula to determine the number of quantitative samples, which is as many as 72 people from a population of 170 civil servants. Likert scale is used in measuring quantitative data using scores for each question

ranging from the highest score of 1 to 5 as the highest score; second, qualitative data collection by conducting semi-structured interviews as the main method to deepen information extraction on 9 resource persons consisting of 7 policy-making officials on the career pattern of civil servants at the National Police Human Resources Staff Work Unit, 1 resource person from outside parties, namely experts used by the Human Resources Staff Work Unit to conduct research and Policy Studies in the field of Human Resources and 1 former Staff Civil Servant Police Human Resources who have moved to other agencies; Third, secondary data collection through field notes and literature studies to explain and support research concepts, providing background to the phenomenon of the problem under study collected through books, journals and other written sources on the internet in accordance with the research theme. This study aims to analyze the causes of the suboptimal implementation of career patterns for civil servants within the Police Human Resources Staff and is expected to provide a description of how a more professional and appropriate career pattern model for civil servants in the Police SSDM can be used as a career pattern model for National Police Civil Servants.

RESULT AND DISCUSSION

Career development as an HR management activity basically has the aim of being able to improve and improve the effectiveness of the implementation of work 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.

Application of Civil Servant Career Patterns in the National Police Human Resources Staff Work Unit.

Governance of the career pattern of civil servants in the National Police Human Resources Staff Work Unit in order to realize professional, dedicated, loyal and moral civil servants in supporting organizational tasks is guided by Peraturan Kapolri Nomor 16 Tahun 2017 Tentang Pola Karier Pegawai Negeri Sipil Di Lingkungan Polri. The purpose of this career pattern is to realize the career development of civil servants based on their abilities by placing the right employees in appropriate positions, accountable, performing, meeting competency requirements in accordance with applicable regulations and supporting organizational goals. The order of placement or shift horizontally, vertically or diagonally in administrator, functional or high leadership positions is a form of career pattern for civil servants in the National Police who So far, it is considered not optimal in its implementation.

To find out the lack of optimal implementation of the career pattern, an analysis of aspects of human resource management was carried out according to the theory of human resource management which are elements that can support the smooth running of human resource management activities which includes planning, organizing, directing and procuring, controlling, developing, compensating, integrating, maintaining, disciplining

and dismissing (Bambacas & Bordia, 2009; Mok et al., 2021; Sudharshini & Rajakrishnan, 2019). These management aspects were analyzed by conducting a quantitative approach collected with purposive sampling techniques by distributing questionnaires through google form to civil servant respondents at the National Police Human Resources Staff Work Unit with a sample of 78 people and a qualitative approach through in-depth interviews with 9 resource persons who are policy-making officials for career development of civil servants at the Human Resources Staff Work Unit and external resource persons.

Table 2.
Career Pattern Implementation Mapping

Aspects	Survey results	Observations
Planning	70.5% of respondents agreed that the planning needs of civil servants in the SSDM Polri Work Unit was not in accordance with the real needs of the organization.	Civil servant planning has not been able to answer organizational needs because the preparation of employee needs planning has not referred to the real data on position formation available to civil servants at the Police SSDM Work Unit, so that the regulations governing the organizational structure and work procedures of work units at the Headquarters level up to the police level regions need to be clearly organized and regulated, positions that can be occupied by civil servants so that the career pattern of civil servants can be arranged properly and the available formations can be calculated in real terms so that Planning employee needs can be prepared according to real needs and clear formations.
Organizing	82% of respondents agreed that the obstacle to career development of civil servants at the SSDM Polri Work Unit was the unclear career patterns and positions intended for civil servants.	There is a pessimistic feeling in the implementation of career patterns in the SSDM work unit because in filling positions there are forms that are private, closed, and not transparent. In addition, the career pattern of civil servants in the SSDM work unit has not been implemented optimally. This can be seen from the unclear positions intended for civil servants, many civil servants who have participated in education and training including vocational education have not received placements in accordance with their fields of education, on the other hand There are civil servants who do not meet the educational requirements for a position but can occupy positions, it can be seen that employees who do not go to school have more opportunities occupying the position of the school official.
Briefing & procurement	53.8% of respondents stated that the policy of the career pattern of civil servants when first recruited to become a police civil servant was in accordance with the formation applied for by	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; In some of the coaching functions have not been appropriate because the formation of the position applied for has been filled by members of the National Police.

	<p>employees; 68% of respondents agreed that civil servants who have attend education service at the college height given placements and promotions appropriate job title with fields his science.</p>	<p>In the aspect of direction, civil servants can work effectively and efficiently in helping to achieve it organizational goals, quantitative data show that; There is still a high number of civil servants in the SSDM work unit vocational education that has not received placement of positions, while some civil servants who not following education and practice getting promotion to which they did not meet competency requirements for occupying the position, This needs to be straightened out so that the merit system is in manage human resources can be applied</p>
Control	<p>71.8% of respondents states that the Unit The work of SSDM Polri has been has a mechanism. control of civil servants in order performance and Displaying Performance expected by leaders and organizations.</p>	<p>The implementation of civil servant task control at the Police SSDM Work Unit is quite good but not optimal in terms of evaluating the implementation of control and follow-up, the implementation of performance control is carried out through Employee Performance Assessment and Assessment of 13 Competency Components.</p>
Development	<p>78.2% of respondents agreed that civil servants in units SSDM Polri Work get a chance the same for follow Education/Training managerial, specialization, & vocational.</p>	<p>There is still a lack of civil servants in the SSDM Work Unit National Police who have attended education and good training specialization training according to position, managerial and vocational training because it is not there is a special quota allocation for civil servants in each the type of education and training available at the National Police, so that all education and training in domination by the National Police, therefore it must Special quota is allocated for civil servants to have the same opportunity to attend education and training</p>
Compensation	<p>74% of respondents stated that the compensation received was in accordance with the service given to the organization.</p>	<p>Compensation received by civil servants in general It's pretty good, there is a basic salary, allowances Position for those who occupy positions, performance allowances and overtime pay and meal money, I think it is very sufficient when compared to a few years ago, the compensation received also increases every 2 years with salary increases Periodic, compensated conditions. This good performance should be balanced with good performance so that the organization's goals can achieved and core tasks can be optimized well.</p>
Integration	<p>71.8% of respondents stated that civil servants in the National Police SSDM Work Unit had been given a role which is in accordance with their competence in the organization and 68% of respondents stated that</p>	<p>The integration between organizational interests and individual interests in the National Police Human Resources Staff Work Unit is currently good, but for civil servants who have participated in PKN Level II has not been accommodated to be able to occupy echelon II positions</p>

	<p>the placement of civil servant positions in the SSDM Polri Work Unit was adjusted to their educational background and type of education</p> <p>Developments that have been followed.</p>	
Maintenance	<p>93.5 % stated that civil servants in the SSDM Polri Work Unit received regular physical and mental and spiritual health services from the organization and 91% of respondents stated that to ensure body fitness employees, organizations providing sports facilities for official.</p>	<p>The National Police Human Resources Staff Task Force has a well-structured and organized personnel maintenance system which includes health care by the National Police Medical and Health Center , Mental health is handled by the Bureau of Psychology, Physical health is handled by the Physical Development Section , spiritual formation by the Religious Development Section, all of which are a series of personnel maintenance in the National Police organization under coordination SSDM Polri.</p>
Discipline	<p>82% of civil servants in the National Police Human Resources Staff Unit always come to the office before working hours start and commit to work from home when doing Work from Home (WFH) and 79.5% of respondents stated that in the context of fostering employee discipline, the leader supervises the implementation of the work of civil servants to: Make sure the job is done well.</p>	<p>This is supported by the statement of the source during the interview who stated that the discipline of civil servants in the Police SSDM Work Unit 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 personal discipline that obeys and obeys the orders of superiors and respects 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.</p>
Dismissal	<p>96.2% of respondents stated that the problem of dismissing civil servants in the Work Unit SSDM Polri is in accordance with the provisions regulated by the National Police and BKN.</p>	<p>The mechanism for dismissing civil servants at the SSDM Polri Work Unit is carried out 6 months before the employee enters his retirement, so that the employee's retirement documents will ready no later than 3 months before entering retirement to anticipate delays in receiving pensions from the state.</p>

Based on Table 2, the results of the analysis of aspects of human resource management used in analyzing the causes why the governance of the career pattern of Police Civil Servants in Human Resources Staff The National Police has not optimally obtained the following results:

1. Not optimal planning of civil servant needs in the National Police Human Resources Staff Work Unit in planning the real needs of the organization for civil servants because of the unclear formation of positions made specifically for civil servants to occupy;
2. The organization of the career pattern of civil servants in the National Police Human Resources Staff Work Unit 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 patterns for civil servants in the National Police Human Resources Staff Work Unit;
3. The placement of civil servants procured or newly recruited 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 members 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 participated in education and training including vocational education who have not received a position, while some civil servants who have not attended education and training get a promotion 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;
4. In the aspect of employee control, it has been implemented well, but it is necessary to improve the function of evaluation and control by the leader on its implementation;
5. In the development aspect, 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;
6. In the aspect of compensation, it has greatly satisfied the civil servants.
7. In the aspect of integrating civil servants in the National Police Human Resources Staff Work Unit has been given roles in accordance with their competence in the organization and placement of civil servant positions in the Police Human Resources Staff Work Unit according to their educational background and type Development Education which he has followed, but for civil servants who have participated in PKN Level II have not been accommodated to be able to occupy echelon II positions;
8. In the maintenance spec, discipline and dismissal have been well organized in order to support career coaching and achievement of organizational goals.

A More Prospective and Suitable Career Pattern Model for Civil Servants in the National Police Human Resources Staff Work Unit

There is a disappointed statement that is often made by civil servants, namely that there is nothing useless when civil servants undergo the level of education, this statement has a negative influence so that civil servants in the National Police Human Resources Staff Unit are very few who carry out competency development through Education and training, both specialization, managerial and vocational education, even though the core of professionalism is competence, which is obtained by attending education and training. This competency is very important in order to display good performance in the implementation of tasks because competence is the ability or capacity of a person to perform various tasks in a job, where this ability is determined by two factors, namely intellectual ability and physical ability (Robbins & Coulter, 2010). Based on the results of field analysis, the current career pattern model of civil servants in the National Police Human Resources Staff Work Unit is:

1. Newly recruited civil servants according to the offered formation are placed in structural and functional positions;
2. Civil servants develop their careers through promotions and mutations vertically and horizontally. Diagonal mutation cannot be carried out because there is no functional position in the National Police Human Resources Staff Task Force at this time;
3. The highest career is a civil servant in the National Police Human Resources Staff Task Force who has attended Kindergarten Leadership Education. It is at echelon IIIA1.

Qualitative data related to which path should civil servants in the National Police Human Resources Staff Work Unit have a career, whether functional or structural, information was obtained that 52.6% of respondents stated that civil servants in the Police Human Resources Staff Work Unit should pursue careers in functional paths. This is supported by the results of interviews with resource persons related to the right career pattern for civil servants in the National Police Human Resources Staff Work Unit are:

1. Placing civil servants according to position formation and competence;
2. Arrange functional positions for civil servants;
3. Structural positions of an administrative nature are occupied by civil servants.

From quantitative and qualitative data obtained from research and analysis results to the problem of not optimal career patterns for civil servants in the National Police, a more professional career pattern model can be formulated for civil servants in the Police Human Resources Staff Work Unit as follows:

1. Newly recruited civil servants are placed in functional positions according to their educational background and the formation they are applying for;

2. The newly recruited civil servants then undergo an internship process and receive direction from their supervisors/seniors for the first 5 years, (Ivanchevich, 2010);
3. After undergoing the internship phase, civil servant leaders together with officials carrying out personnel functions evaluate the performance of these employees to map the field of work that is more in accordance with their abilities and more suitable for these employees with the aim of further improving work performance and providing comfort for employees to work in the appropriate fields;
4. After evaluation and mapping of these civil servants, then they are required to attend education and specialization training in accordance with their field of work in order to increase competence and broaden their horizons, this education and training is carried out regularly and continuously to All employees so that employees are always updated on the development and dynamics of knowledge and regulations related to their respective fields of duty, including opportunities for employees who want to take vocational education at official costs as well as own expenses;
5. Civil servants who have undergone a performance evaluation process and carried out specialized education and training, are then placed in functional positions and structural positions that have been specifically determined to be occupied by civil servants as a career path or carrier path for civil servants in the National Police organization for 5 years. At this stage civil servants are given space and opportunities to demonstrate competence and expertise in several technical fields and become independent contributors to ideas in their fields of work
6. After passing the stages mentioned above, the civil servant leadership together with the personnel function carrying out a performance evaluation of the performance of the civil servant, then selected employees who will be promoted to occupy higher functional and structural positions;
7. Selected civil servants are required to attend managerial education and training according to their level, for employees who have not been selected to get a promotion are given the opportunity to choose a field of work horizontally or verticals that are in accordance with the scientific field and competence to increase insight and work experience;
8. Subsequently, they are promoted to higher functional and structural positions and given the responsibility of controlling and supervising the work of others as well as mentoring employees junior for 5 years
9. After this phase, civil servant leaders together with officials carrying out personnel functions conduct performance evaluations to map and select civil servants who will be prepared to be promoted to structural and functional positions prepared specifically for civil servants who are the top positions for civil servants in the National Police Human Resources Staff Work Unit. The types of structural and functional positions prepared specifically for civil servants are determined by the regulation of the Chief of the National Police of the Republic of Indonesia (Ivanchevich J M, 2010)

Based on the description above, it can be explained that if the results of the analysis of the problem are not optimal career patterns of civil servants in the National Police, a more protective career pattern model can be formulated for civil servants in the Police Human Resources Staff Work Unit by planning two patterns, namely the application that must be carried out by the Police Headquarters and the Polda work unit. First, there is planning and implementation of decrees and selection of police human resources in general, which is adjusted to the pattern of promotion and mutation of ranks/positions in all ranks of the unit, which is then also adjusted to the needs of the unit formation. Furthermore, adjustments to the formation of positions, competencies and work units as well as special formations of technical personnel specifically. The career pattern carried out by the Police Headquarters means that it will be used and become a guideline for all units. Meanwhile, the second career pattern must be in accordance with the conditions of each Polda region, both the needs of formation, effectiveness and efficiency so that it can be used by the next generation.

Discussion

Career patterns are personal improvements made by a person to achieve a career plan. To ensure certainty of the direction of career development, a career archetype is established. Career archetype is a guideline that contains techniques and methods of preparing career patterns using elements including formal education, education and training, age, length of service, rank, space group and position level (Jena & Nayak, 2020; Kettunen, 2021; Zacher et al., 2019). Each leader determines the career pattern of Civil Servants in their environment based on the basic career patterns of Civil Servants.

Career development as a self-development activity carried out by employees and organizations in a planned manner by creating a career pattern to realize employee career plans and organizational goals so that employees with qualifications as needed are always available (Blustein et al., 2022; Loyarte-López et al., 2020; Malik et al., 2022). The development of police civil servants at SSDM Polri as a barometer of civil servant development in all work units at the National Police still faces a number of problems in terms of not optimal implementation of career patterns which are characterized by unclear formation of positions that can be filled by civil servants, not in accordance with placement in positions with the competence and education possessed by police civil servants, not optimal for police civil servants who attend leadership training, especially training Kindergarten National Leadership. II for the development of managerial skills, the composition of the distribution of civil servants within the SSDM Polri is not ideal and there is still a lack of interest in the National Police civil servants to develop competencies through general education. Therefore, it is necessary to develop a more prospective career pattern model for National Police civil servants as a complement to the implementation of Police duties. Of course, by paying attention to policies in terms of governance and career development of civil servants.

Career development 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 (Hernaes et al., 2019; Pradhan, 2020; Sulbout et al., 2022). 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.

There is basically a career pattern model for police civil servants must also be in line with good human resource management theory. To achieve organizational goals and individuals in an organization, it is necessary to carry out human resource management to facilitate the most effective use of people (employees) (Darwis et al., 2022; Niswaty et al., 2021, 2023; Suprianto & Arhas, 2022). The process for acquiring, training, assessing, and compensating employees and for administering their labor relations, their health and safety and justice-related matters. Planning, organizing, directing, coordinating and supervising is a management function in managing human resources as the main asset to achieve well-defined organizational goals. The success of the organization is determined by the human element as the main asset and element in the organization, policies, provisions and procedures related to humans that are interconnected and benefit all parties involved, organizational resources and values and managerial behavior derived from culture aforementioned. Human resource management functions including planning, organizing, directing and procuring, controlling, developing, compensating, integrating, maintaining, disciplining and dismissing are elements that can support the smooth running of human resource management activities.

CONCLUSION

There are two conclusions put forward to answer the two research questions of this research, as follows: First, the governance of civil servants' career patterns has not been optimal because in its management it has not fully implemented a resource management system human beings are good, especially in the following aspects: planning employee needs because it is not clear that the position formation is specifically for civil servants, aspects of organizing the career pattern of civil servants cannot be carried out optimally because of structural and functional positions for civil servants has 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, aspects of procurement and direction, namely newly recruited civil servants, are not all placed according to the formation offered because they have been filled by members of the National Police and briefing members on positions in accordance with the field of education have not been implemented optimally, development aspects have not been balanced between opportunities for competency development of members of the National Police and civil servants, all types of education and training is dominated by members of the National Police and aspects of integrating civil servants, especially for civil servants who have participated in PKN Level II have not been accommodated to be able to occupy echelon II positions because they have not been regulated in the Organizational Structure and Work Procedures at the Headquarters level Large as well as at the regional police level. Second, How to model a career pattern that is more prospective and suitable for civil servants in the National Police Human Resources Staff Work Unit that can be

used as a career pattern model for civil servants in the National Police of the Republic of Indonesia nationally.

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